

Hopes at Eko Stahl dashed as Riva pulls out

By Judy Dempsey in Eisenhüttenstadt

The Treuhand privatisation agency was last night seeking ways to salvage eastern Germany's largest steel mill following the decision by Riva, the private Italian steel company, to pull out from buying the plant at the 11th hour.

As Ms Birgit Breuel, president of the Treuhand, held talks with management, state and union officials, the people of Eisenhüttenstadt, close to the Polish border, had little confidence a buyer would be found.

"It is now pretty hopeless," said Wolfgang Hirsch, a 38-year-old who used to work at the Eko Stahl steel mill. "If the mill closes, Eisenhüttenstadt has nothing else to offer its 50,000 people. The town was built in

1951 around the new steel mill which the communists located here."

Before German unification in 1990, the mill was producing an annual 2.5m tonnes and employing 12,000 workers. Today, it produces 900,000 tonnes and has 3,000 full-time workers on the pay-roll.

"Many of the unemployed from the mill just sit at home," said Ms Birgit Henschel, a nurse at the local hospital. "They drink more and more. They have no perspective. Many young people have already quit and gone to west Germany. We thought the Italians would save the plant."

Riva withdrew at the weekend despite the go-ahead by the European Commission allowing the Treuhand to earmark DM813m (£225m) for the plant. The capital would be used to modernise the cold rolling

mill and invest in equipment for manufacturing hot-rolled flat products, both aimed at converting the loss-making Eko Stahl into an integrated and competitive mill.

Riva's decision to pull out was apparently precipitated by a row with IG Metall, the engineering union. Riva had wanted to reduce the workforce by 700 to 2,300 as soon as possible, while the union wanted the jobs to be slowly phased out up to the end of the year. Both sides also failed to agree on the composition of the supervisory board.

Riva had intended to invest about DM10m in the mill, and was committed to guaranteeing 1,700 jobs between 1997 and 2004. For its part, the Treuhand had agreed to pick up Eko Stahl's debts and losses, and provide the investment grants

which, combined, amounted to DM2.7m.

The collapse of the Riva deal will be greeted with some relief by west Germany's steel manufacturers, who had persistently opposed the modernisation plan. They had argued that the construction of a modern hot rolling mill would pose a threat to the industry.

But more significantly, Eko Stahl would contribute to the already high levels of overcapacity in Germany's steel sector.

As a compromise, a consortium, led by Thyssen and Preussag, the steel manufacturers, proposed buying 50 per cent of Eko Stahl's cold rolling mill, closing down the hot blast furnaces, and securing 1,000 jobs for the mill's subsidiaries. The Treuhand rejected the plan.

But the Treuhand's insistence on creating an integrated steel mill at Eisenhüttenstadt, at considerable expense to the taxpayer, reveals a shift in its own philosophy.

In 1990 and early 1991, the agency had rushed to close down enterprises. For example, Interflug, East Germany's state airline, on the grounds that it was making huge losses and not worth restructuring.

In reality, west German airline carriers did not want competition. Throughout that period, the number of jobs available in eastern Germany decreased from 9.3m to 6.2m, with the Treuhand at the forefront in speeding up privatisation and closing down enterprises.

Yet since then, as Eko Stahl and other cases show, the Treuhand has increasingly anchored its economic/

ideological philosophy in social and political considerations. An official of the West German Steel Federation agrees. "Eko Stahl is a political issue. The Treuhand and the government cannot afford to close it down because there's nothing else in the region," he said.

The Treuhand goes one stage further in justifying its attempts to save Eko Stahl. "We will try to find another buyer for Eko Stahl because, eventually, a modern, integrated steel mill on the borders with eastern Europe has a great chance," an agency official said. "We have to restructure and look to the long term because we have to turn some of these regions of eastern Germany into highly competitive industries. Otherwise there will be a desert. That is what Eko Stahl means."

Turkey struggles as IMF team flies out

By John Murray Brown in Istanbul

Officials of the International Monetary Fund and World Bank fly out of Turkey this week, leaving Mrs Tansu Ciller's conservative-led coalition and its economic policies in limbo.

Agreement on a stand-by facility from the Fund is at least six weeks away, and it will probably be September before structural adjustment credits from the Bank can be approved.

In the meantime, Turkey has to hold the line on wages, meet its own extremely tough targets on fiscal adjustment and service its \$60bn (£45bn) foreign debt.

The Fund's endorsement of the austerity programme which Mrs Ciller unveiled on April 5 is vital to unlock funds, without which Turkey may have difficulty financing its balance of payments.

The domestic markets remain jittery.

Even with interest rates in the overnight market soaring, the currency is tottering at around TL34,000 to the dollar, representing a 60 per cent devaluation since the start of the year.

Bankers are concerned that without the Fund's approval, further inflation could hit the international markets. Turkey's long-term debt credit rating has already been downgraded three times this year by Standard & Poor's, the US rating agency.

For this reason alone, the Fund seems likely to endorse the programme and agree a letter of intent, even with some misgivings.

In particular, the Fund is understood to be doubtful about whether the inflation target, on which the whole programme is based, can be met.

Inflation touched 24 per cent in April, in the wake of the one-off price rises on official commodities. According to Mr Necati Ozfirat, head of the State Planning Organisation, inflation will fall to 7 per cent in May, and 23 per cent for the second half of the year as a whole. Turkey's year-on-year inflation was 107 per cent in April.

Achieving such a target will depend in part on a political consensus; wage talks are due in June with both the civil servants and workers in the state industries.

The revenue side looks more solid. One-off tax charges on the rich have been passed by parliament. Parliament passed decree powers for three months allowing the government to prepare companies for sale.

Indeed in April the budget deficit fell from TL7,300bn in the same period in 1993 to 300bn last month - although the fall is partly explained by the large amount of tax falling due in April.

Last week, in another encouraging development, the Treasury sold bills at the domestic auction for the first time since the start of the year. The issue was a small one, the Treasury receiving offers for TL6,000bn-worth of one month paper at 12 per cent a month.

With international markets temporarily closed off, domestic debt auctions are the only way of shortening money that Turkey can finance its domestic budget.

Together with agreement from the banks to convert a part of their maturing Treasury bill portfolio into three-year paper, inflation-indexed plus 6 per cent, the government is slowly restoring confidence in the markets.



Some of the 200 Citroën Traction cars which gathered at a rally in Caen in northern France at the weekend

Survey will add to calls for postal liberalisation

By Roland Rudd

The European Commission will tomorrow come under renewed pressure to liberalise postal services, with the publication of a survey revealing significant dissatisfaction with the reliability and cost of services.

The poll of business postal users in Belgium, France, Germany and Spain comes as the latest draft paper by the commission on drawing up a new regulatory framework indicates a move towards greater liberalisation.

The Commission's paper, entitled *Proposal for Regulatory Framework for Postal Services in the EU*, says arguments to justify restrictions on the operation of direct mail

and cross-border mail "are not sufficiently convincing". Following publication of a postal green paper in 1992, the Council of Ministers last December asked the Commission to come up with legislative proposals on changing the regulatory regime before July 1994.

Businesses now hope the EC will increase competition in postal services, liberalising direct mail and cross-border mail and opening express services and the mailing of publications to greater competition.

The survey was commissioned by the European Federation of Direct Marketing Industries representing companies such as Time Warner and Readers Digest. It was not conducted in the UK or Holland

because both countries have already begun to liberalise postal services.

The federation's research

shows that many business postal users are unhappy with charges and the reliability of services. In particular, more than 70 per cent of German businesses are dissatisfied with postal charges and more than 80 per cent of Spanish businesses with reliability.

Businesses believe the liberalisation of the postal service in the four European Union member states will improve the quality and reduce the cost of services.

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Polls show González lagging

By David White in Madrid

The damage that recent corruption scandals have done to Mr Felipe González's Spanish government is shown in a series of opinion polls giving the conservative opposition a decisive lead in next month's European parliament election.

The polls also show the ruling Socialists losing their absolute majority for the first time in the regional parliament of Andalucía, where elections are being held at the same time as the European ballot on June 12.

Mr González, launching his party's European campaign in Madrid on Friday, said it would have to make "an enormous mobilisation effort". He admitted that the elections were taking place at "an extremely delicate moment".

The daily *El Mundo*, which has spearheaded allegations of corruption and financial misconduct by senior officials, published a poll yesterday showing the Socialist share of the vote falling to 32.8 per cent, against 40.2 per cent in the last European election four years ago.

This was almost five points behind the conservative Popular party, whose vote was shown rising to 37.6 per cent from 21.7 per cent in 1989.

This would give the Popular party 27 of Spain's 64 European parliament seats, against 15 at

present. The Socialists would lose three or four of their current 27 seats.

Another poll commissioned by the conservative *Barcelona* daily *La Vanguardia* gave the Popular party a lead of 5.9 points, although half its respondents were undecided or had decided not to vote. A majority thought the government was not doing enough to combat corruption, and almost 45 per cent thought Mr González should resign.

An earlier survey published by the right-wing Madrid newspaper *ABC* showed the Popular party 6.8 points ahead. All the polls pointed to a strong result for the Communist-led United Left.

The CDA of the outgoing prime minister, Mr Ruud Lubbers, suffered heavy losses in general elections on May 3.

Labour, which had ruled as a junior coalition partner with the CDA for five years, also lost seats in parliament but, emerged as the biggest party overall. The Liberals and D66, by contrast, made strong gains at the polls.

The Queen's appointment of three "informants" to explore a new coalition brings the possibility of a cabinet without the CDA a step closer.

But there are still formidable hurdles on the road to a left-right cabinet, an untried phenomenon in Dutch politics.

The three politicians - Mr Klaas de Vries for Labour, Mr Gis van Ardenne for the Liberals and Mr Jan Vis for D66 - will have to try to bridge the gap between Labour, which wants no new reform of the social security system, and the Liberals, which is proposing a radical cut in benefits provided by the state.

The three men do not hold seats in the lower house of parliament and are not involved in the day-to-day politics of their parties, making it easier for them to explore options than it would be for colleagues who stood in the election.

If the three make progress, their party leaders may then be asked by the queen to launch formal negotiations on a new coalition.

However, the process could take weeks, and any failure to agree would give the CDA a chance to return to government and avoid relegation to the opposition benches.

Dutch parties to discuss coalition

By Ronald van de Krol in Amsterdam

Three Dutch political parties will this week begin exploring the formation of a coalition excluding the centrist Christian Democrats (CDA) from government for the first time in modern Dutch politics.

Queen Beatrix has appointed three elder statesmen from Labour, the right-wing Liberals and the left-of-centre D66 to hold preliminary talks on the possibility of creating a cabinet without the CDA.

the currency as the date for lifting curbs approached. However, they pointed out that there was now little likelihood of a drop in interest rates.

The government aims to buttress the drachma this week by launching a new issue of Ecu and dollar-linked drachma bonds, which are popular with both domestic and foreign investors, at interest rates of 7.5 and 7.7 per cent respectively.

The Bank of Greece spent almost \$1bn, equivalent to about 9 per cent of the country's foreign exchange reserves, to support the drachma following the D-Mark's strong rise last week.

Economists described the move, which brings Greece into line with European Union rules on free movement of capital, as a bold attempt to pre-empt speculative attacks on

the interbank three-month rate jumped above 25 per cent, from 19 per cent at the start of the week.

However, central bank officials dismissed the prospect of a massive outflow of capital with the disappearance of curbs that prevented Greeks from holding bank accounts or making short-term investments abroad.

There is greater concern about the effects on the Greek currency of lifting the ban on short-term borrowing in drachmas by international investors.

However, the bank still appears committed to its "hard drachma" policy under which the Greek currency will be allowed to slide by only 7 per cent this year against other EU currencies.

Berlusconi's programme faces vote of confidence

By Robert Graham in Rome

The Greek drachma could face more pressure today, following the government's unexpected decision at the weekend to lift all remaining restrictions on short-term capital movement, six weeks ahead of the July 1 deadline.

Mr Yannos Papantoniou, the economy minister, said the decision to speed full liberalisation was taken "to rebut speculators' expectations and unfounded rumours" of a devaluation in the run-up to the deadline.

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The senate vote of confidence is expected on Wednesday and that of the chamber of deputies by the end of the week.

In the 315-seat senate, Mr Berlusconi's Freedom Alliance has 156 seats but needs 164 to be assured of a majority. Against this there are 117 senators in the progressive block and 34 belonging to the Popular party. There is a further "mixed group" that comprises 19 seats plus 11 life senators.

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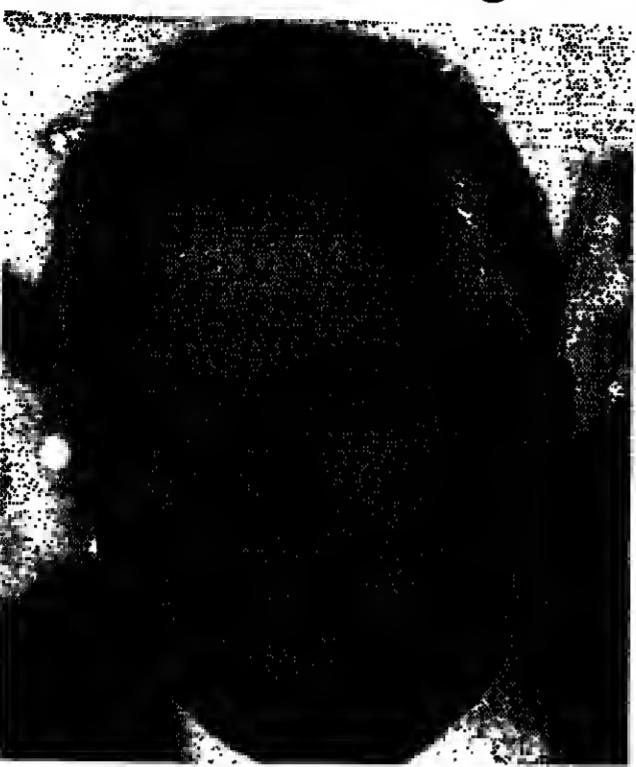
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Ukrainians tend their gardens amid muddle and weakness

Jill Barshay on the consequences of government paralysis



Kravchuk: about-face to stand as president again

Ukraine's future is looking as uncertain as ever, despite the convening of a new parliament last week.

The parliament was unable to elect a head and is preoccupied with forming politically expedient, but unstable, coalitions and arguing over the imperfect election law which brought it to power.

No decisions appear to be in prospect on critical issues, such as whether to hold next month's presidential elections or to launch economic reform.

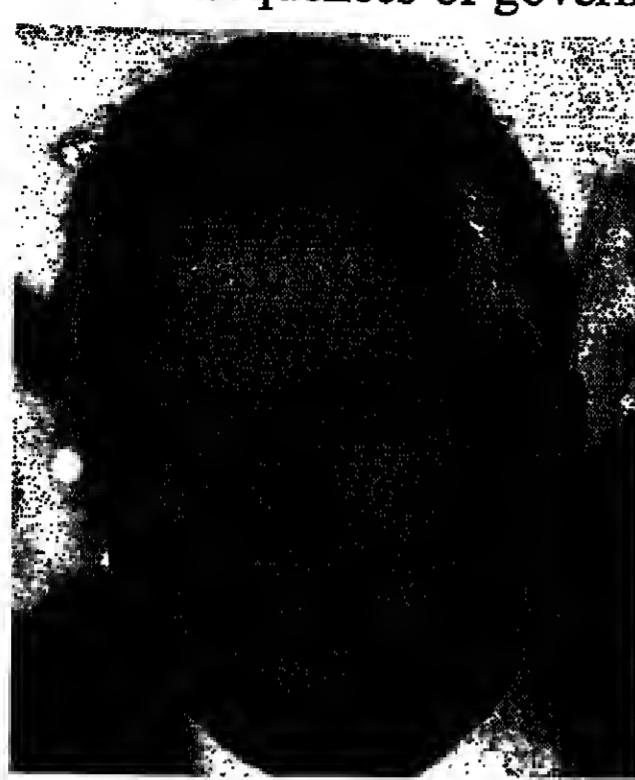
President Leonid Kravchuk is so weak he cannot amass enough support to put issues on the parliament's agenda and the government, which is likely to be replaced in the coming months, is paralysed by infighting and the election season.

Negotiations with Russia have collapsed over division of the Black Sea Fleet. An International Monetary Fund group is in Kiev, but Ukraine is still unable to meet the rather lenient conditions required to release \$700m in loans.

"Ukraine is a rudderless ship, with no direction, drifting at sea," said one western diplomat.

Despite the depth of the governmental paralysis, Ukraine remains socially and politically stable. There have been no mass protests or strikes for nearly a year. While Crimea is continuing to strengthen its links with Russia, it has stepped back from outright secession. Nuclear warheads are being transferred to Russia according to the deal brokered by the US.

Inflation has been reduced



about \$18 a month - 40 per cent short of the \$30 required to buy a basket of basic goods, such as bread and butter. Instead of going to work, Ukrainians spend most of their time planting vegetable gardens at their dachas to ensure they do not starve this year.

Discontent among the old communist establishment, Mr Kravchuk's main support base, is a great problem for him. His rhetoric on economic reform threatens their easy access to state subsidies as his policies destroy their ability to maintain even low levels of industrial production.

Having previously said he would not stand in the presidential race and prepared to cancel presidential elections and rule by decree, Mr Kravchuk made an about-face and registered as a presidential candidate at the end of April.

Though still trying to garner support to postpone elections through frequent television and radio broadcasts, the dejected leader left the opening meeting of parliament alone without uttering a word last Wednesday.

The continuing muddle may provide a victory to the left if elections - both presidential and local - are held next month. Communists will be able to argue that the current decay is the result of market reforms, a potent notion in Ukraine where living standards were much higher under Soviet rule, rather than the result of inaction.

"Reform has never had a chance here, but it's being hung out to dry," says a western official.



Bosnian women carrying bags of UNHCR-donated flour 10km to their homes in the village of Dubrave near Tuzla yesterday. Reports of skirmishes in northern Bosnia threw a shadow over a new international drive to end the war in former Yugoslavia. Renier reports from Sarajevo. Bosnian government army sources said their Moslem-led troops, normally outgunned by Bosnian Serb forces, had pushed Serb forces back in three separate attacks near Tuzla in recent days.

Picture: Reuters

Dutch-German initiative aimed at easing Russian concerns

UK troops to exercise in Poland

By Bruce Clark, Defence Correspondent

A company from the British army will

start a military exercise in Poland former allies and members of Nato.

The German-Dutch proposals coincide with ideas mooted by President Boris Yeltsin during his visit to Germany last week, and they suggest that a tentative compromise is emerging over the extension eastwards of Nato. The proposals would give the CSCE the right to address the UN Security Council, and in some circumstances to intervene in conflicts without the agreement of the warring parties, in other words to impose a settlement.

According to a German foreign ministry statement, a decision by the CSCE to intervene in conflicts would be taken "by consensus". This could suggest something short of absolute unanimity among the CSCE's 52 members, which include the

US, Canada, all European states and former-Soviet republics.

Moscow badly wants international approval for a de facto Russian sphere of influence in the Commonwealth of Independent States. The German-Dutch ideas say the CSCE should become involved in "peace-keeping" in the CIS, and in practice this is likely to refer mainly to Russian forces.

This week's Anglo-Polish exercise, in the Polish town of Kielce, has been arranged by London and Warsaw bilaterally, but is being billed by Britain as a project "in the spirit of" Nato's Partnership for Peace plan.

Poland has been the quickest of the former Warsaw Pact nations to build military ties with Western Europe, both bilaterally and in the context of PFP.

Split proposed for Russian state electricity company

By Michael Smith

RAO, the Russian state-controlled electricity company, would be split up and its power stations restructured into a series of competing companies under proposals being considered by the Russian government.

KPMG Management Consulting of the UK, which drew up the proposals as part of a European Union-sponsored study, acknowledges that the system would lead to price rises for consumers. This is in part because it would enable subsidies to be eliminated.

However, the proposed structure would help reduce costs and stimulate investment needed as power demand increases later in the decade, it says. It could also provide a framework for the industry's full privatisation, although KPMG believes that is not essential.

So far about 20 per cent of RAO's shares have been offered to workers and private individuals.

The country's 72 local distribution companies, or energos, which also generate some power themselves, have been established as joint stock companies with some shares distributed to the private sector. However, RAO still owns majority stakes in most of them. As well as its stakes in the energos, RAO also runs the country's largest power stations and the despatch system which selects which of them operate.

KPMG's system, which draws heavily on the UK electricity industry structure, says RAO's large power stations should be formed into independent generating companies.

In a draft report, KPMG suggests a system in which each generating company

French in Chinese cement deal

By John Riddell in Paris

Lafarge Copee, the French building materials group, yesterday announced that it is to set up a joint venture cement manufacturing company in China as part of its strategy of expansion in rapidly growing markets.

The joint venture company, to be called Beijing Lafarge Cement will be situated about 50km to the north of the Chinese capital, and will be based on an existing production facility with a capacity of 700 tonnes per day.

Lafarge Copee said that production would gradually be expanded to take advantage of the growing demand for cement in the Peking area.

The French group said that the consumption of cement in Peking totals about 8m tonnes per year and is growing at an annual rate of about 10 per cent because of infrastructure and public works projects.

Lafarge Copee, said it would have majority control of the joint venture and would be in charge of industrial operations. It said it had signed an agreement to establish the company with the Peking city authorities, but declined to disclose the size of the investment.

Other members of the joint venture are Beijing Huaihai Mine Cement Industrial Company, the State Raw Materials Investment Corporation and Citicorp International.



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NEWS: INTERNATIONAL

Authorities refrain from raising interest rates

India curbs lending to rein in inflation

By Stefan Wagstyl
in New Delhi

The Reserve Bank of India, the central bank, at the weekend imposed curbs on bank lending in order to help contain rising inflation but has left interest rates unchanged to prevent stifling industry.

The central bank aims to cut the inflation rate, as measured by the wholesale price index, by four percentage points from its current level of over 11 per cent a year, said Mr C Rangarajan, the governor, after a board meeting on Saturday.

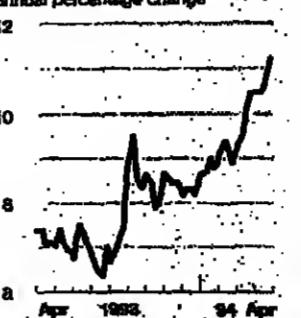
The board met to determine credit policy to the end of September amid mounting concern about inflation, which has risen from a low of under 7 per cent last summer to over 11 per cent recently.

But with interest rates high by international standards and industry only just beginning to recover from prolonged stagnation, the central bank's directors feel they could not tighten monetary policy much.

They judged that after cutting rates four times in the year to February, bringing the lending rate down to 14 per cent, it was too early to start raising rates.

Instead of increasing interest rates the central bank has lifted by one percentage point the cash reserve ratio - the proportion of deposits which commercial banks must deposit at the central bank. Controls on export finance are also being tightened. With the help of these measures, the central bank hopes to reduce the rate of increase in the money supply from an esti-

Wholesale prices
annual percentage change



imated 17.9 per cent for the year ending in March 1994 to 14.5 per cent for 1994-95.

Mr Rangarajan said he would not hesitate to act more aggressively if inflation continued to rise further than expected. He thought the rate of increase would level off after another two months.

Inflation has been pushed up in recent months by a combination of financial pressures and price increases in important commodity markets, including sugar, edible oils and cotton. The flood of foreign exchange coming into India, fuelled by increases in foreign portfolio investment, has raised foreign exchange reserves to a record \$17bn, compared with about \$1bn in mid-1991 when a balance of payments crisis forced India to take emergency loans from the IMF and start wide-ranging economic reforms.

The inflationary impact of this inflow has been compounded by high levels of gov-

ernment borrowing. The fiscal deficit for the year ended in March rose to 7.3 per cent, against a target of 4.8 per cent and the target for this year has been set at a generous 6 per cent. Even though Mr Rangarajan said the government has kept its borrowings well under control in the first few weeks of the new financial year, some economists doubt whether the discipline will be maintained.

With important state elections due later this year and early next year, the ruling Congress (I) party will be tempted to overspend the budget, particularly on subsidies to farmers.

India has generally been more successful than many developing countries in controlling inflation. Prices rose by an annual average of just over 8 per cent in the 1980s. The inflation rate soared during the 1991 economic crisis to a 13.7 per cent, but, with the help of curbs in public spending, fell sharply to 8.2 per cent for 1993-94.

However, with so many poor people, the country cannot accept sustained high levels of price increases without bringing hardship and the risk of civil unrest. The authorities therefore tend to be very sensitive to the dangers of inflation.

Whether they succeed in curbing price increases this time will depend largely on how the government manages its budget in the face of political pressures. The IMF, in its recent World Economic Outlook, singled out inflation and a weakening of fiscal management as "troubling features".

S Korea cools nuclear tensions

By John Burton in Seoul

South Korea has voiced doubts about North Korea's claims that it is removing spent fuel rods from its nuclear reactor without the supervision of international observers, who want to test them for clues to the North's suspected nuclear weapons programme.

The US has warned that North Korea's action could scuttle negotiations over international inspections of the North's nuclear sites and force the United Nations Security Council to impose economic sanctions.

But officials in Seoul believe Pyongyang's notification of the fuel rod replacement to the International Atomic Energy Agency on Friday may be part of a bluff to win new concessions on inspection procedures.

North Korea may be trying to force the US to hold a new round of high-level talks before allowing the IAEA access to the fuel rods. The status of the nuclear reactor refuelling may be revealed later this week, when the IAEA is expected to resume an inspection of North Korean nuclear facilities that were blocked in March.

North Korea last week agreed to accept the inspection after the IAEA promised it would not demand immediate inspection of the fuel rods being unloaded at the Yongbyon nuclear complex.

The IAEA wants to analyse the fuel rods to determine whether North Korea has previously diverted plutonium from the reactor to develop nuclear devices.

The reactor started operation in 1986, but was shut down for three months in 1988. The IAEA suspects that North Korea could have unloaded some of the rods during that period and reprocessed the fuel for nuclear weapons.

A dispute over the fuel rods has blocked progress over nuclear inspections in recent weeks. The IAEA previously asked to examine the fuel rods once they were removed from the reactor.

But North Korea rejected the demand and threatened to replace the fuel rods without IAEA supervision, which would violate the international nuclear safeguards agreement.

The US has expressed concern that un supervised replacement of the fuel rods would allow North Korea to divert enough plutonium to produce four or five nuclear devices in addition to the two it is suspected of already possessing.

Washington threatened to ask the UN Security Council to impose sanctions against North Korea if it replaced the fuel rods without international oversight.

The conditions for the IAEA's supervision and testing of the fuel rods could be the subject of a new round of high-level talks between the US and North Korea. Washington has promised these talks if the IAEA is permitted full access to a suspected nuclear processing plant and other facilities at Yongbyon.

Instead of demanding immediate checks of the fuel rods, the IAEA has proposed that North Korea store the spent fuel in sealed containers for later inspection.

• The US Senate's two highest-ranking lawmakers, responding to North Korea's latest apparent disregard of international nuclear conventions, yesterday said they backed the imposition of economic sanctions on the Pyongyang government. AP adds from Washington.

"I believe that we cannot tolerate the actions that are occurring without any response at all," said Senate majority leader Mr George Mitchell. He called economic sanctions "the most prudent and likely effective response at the current time."

"We've been in this cat-and-mouse game with North Korea now for about the last 15 months," said Senate minority leader Mr Bob Dole, of the opposition Republicans, who appeared with Mr Mitchell on NBC's *Meet the Press*.

He said he still hoped the issue of North Korean stonewalling over its reported nuclear weapons program could be resolved. "But failing that, I think sanctions should be imposed."

Both Mr Mitchell and Mr Dole ruled out any immediate pre-emptive military strike on North Korea. But Mitchell said economic sanctions should be pushed despite North Korean threats and even if China, one of North Korea's few allies, objected.

Hint of Syria

Lebanon imp

Japanese baseball fans turn to drama of soccer

The samba-dancing goal-scorers of the J-League draw young audiences, Emiko Terazono reports

Japanese office workers are no longer alone in facing "futsuwa" or restructuring. The country's professional baseball teams are also facing a corporate-style overhaul.

Although baseball teams had been aware ofwaning public support over the past few years, not much had been done. But the spectacular arrival of J-League, the country's professional soccer league, has attracted many younger fans, and forced the baseball establishment to act.

Some teams have become more fan-friendly. The Hiroshima Carp have started a "ladies' night", while the Orix Bluewave are giving out mimosas to fans. Baseball officials have become so worried that they recently asked Dentsu, the leading advertising and marketing agency, for help.

The main predicament for Japanese baseball is the younger generation, which has a faltering enthusiasm for traditional values, as embodied by this sport. Young Japanese are more individualistic, shun

trads, traditionally won by baseball players. The video game generation is also put off by the long baseball matches, which can stretch to over three hours.

"Even a rock concert lasts less than two hours," complains Mr Keiyo Sasaki, director of Dentsu's sports business division. He blames the long and dull matches on the baseball team managers' paternalistic control of the game.

Throughout every baseball match, coaches and managers on the bench twitch their heads and wave their hands, signalling and instructing every move a player on the field makes.

Mr Sasaki says the rigid control of teams and even over the players' lifestyles is stifling their abilities and flair.

To liven up baseball, his company has advised the baseball association to encourage a younger batch of players, to try to produce more stars and increase freedom for the players inside and outside the baseball stadium.

Senate leader wants trade sanctions imposed

Mitchell urges hard line on China's human rights

Senate Democratic leader Mr George Mitchell said yesterday he favoured punishing China with trade sanctions unless it improves its human rights record in the next two weeks, *Reuters* reports from Washington.

In remarks that could complicate a decision President Bill Clinton must make by June 3, Mr Mitchell said he was drafting sanctions because he believed China had not yet met US conditions for the renewal of Most Favoured Nation trade status.

"There has been significant progress in some respects, not in others," he said on the NBC television programme *Meet the Press*. "As of now, I don't think that the terms of the executive order have been met. And therefore the extension of the MFN status should be conditioned with some sanctions."

In his executive order last June, Mr Clinton said he would revoke MFN this year unless China made "overall, significant progress" on seven human rights issues, including freeing political prisoners, ending repression in Tibet and easing emigration.

If Mr Clinton fully carried out his threat, China would be relegated to the handful of nations whose exports to the US are ineligible for the low tariffs MFN bestows.

US business groups, among others, fear Beijing would retaliate in kind, restricting access to one of the world's fastest growing markets for American goods.

Mr Mitchell said Chinese human-right policy had gone back and forth, and that a decision on extending MFN would be made on the "full record on all seven issues" next month.

"I think it'll be a very close call," he said.

He added that he had already begun drafting a measure to meet China for any failure to meet the executive order's conditions. "But it depends upon what the decision is at the time and what sanctions are imposed," he said.

Senate Republican leader Bob Dole, appearing on the same programme, urged Mr Clinton to eat crow, renew MFN and admit he had erred in tying it to human rights.

"My view is that we have to continue to look at their human rights policies, but we ought to separate the two," he said.

"The president just ought to say 'Listen, maybe I made a mistake. Let's go far, and extend Most Favoured Nation status for China and we'll continue to work on human rights'."

Being a second-generation on China in Congress by his own party would be a blow to Mr Clinton. During the 1992 presidential campaign, Mr Clinton criticised Mr George Bush for unwillingness to make trade conditional on progress in the human rights field in the aftermath of the Tiananmen Square crackdown.

A classified inter-agency study of the impact of revoking MFN found that it could cost each side as much as \$10bn if high US tariffs went into effect across the board.

A senior administration official, who discussed the study on condition he not be identified by name, said: "We are trying like hell to get movement (from the Chinese on human rights) so that in the end we don't have to do this."

"We assume the cost would be extremely high," the official added.

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Christopher starts shuttle in Damascus

Hint of flexibility in Syria peace talks

By Mark Nicholson
in Damascus

Mr Warren Christopher, the US secretary of state, arrived last night in Damascus on a mini-shuttle that US officials hope can produce discernible progress in talks between Israel and Syria amid a rare official hint of possible flexibility from Syria.

Mr Christopher wants straight into talks with Mr Hafez al-Assad, the Syrian president, and Mr Farouk al-Sharaa, his foreign minister, and is expected to travel on within the next 24 hours to Jerusalem. US officials said they then expect Mr Christopher to return for further talks in Damascus.

The intensity of the shuttle, coming just two weeks after Mr Christopher's last visit to Damascus, indicates US determination to achieve progress on the Israeli-Syrian front following the Israeli-Palestinian Liberation Organisation agreement earlier this month to implement the first stages of limited Palestinian self-rule.

Mr Christopher's prompt return also suggests Syria believes there is something to be discussed, despite the fact that Israeli and Syrian negotiators have not met face-to-face since the last round of Washington-hosted peace talks in September last year. Negotiations have since proceeded primarily through US mediation, both in Mr Christopher's two previous shuttles and in the Geneva summit earlier this year between President Bill Clinton and Mr Assad.

Mr Christopher will certainly seek Syrian commitment to accept the longstanding US invitation to resume bilateral talks with Israel in Washington. But there are signs his mediation is itself making progress. After his last trip on the eve of the May 4 US-PLA deal, Mr Christopher spoke of the Israeli-Syrian track having entered a new "substantive" phase.

Mr Christopher will also visit Jericho, the West Bank town newly handed over by Israel to limited Palestinian authority, during the shuttle. US officials said yesterday. The visit will be the first by any international statesman to the new areas of limited Palestinian self-rule.

After his last shuttle, Syria rejected an Israeli proposal for an Israeli withdrawal from the Golan Heights staged over a number of years. Syrian officials instead repeated Mr Assad's firm demand that a peace deal could come only after an Israeli commitment to full and immediate withdrawal from the heights, which it has occupied since the 1967 Arab-Israeli war.

Lebanon impasse resolved

By Mark Nicholson
in Damascus

Mr Rafik Hariri, Lebanon's prime minister, signalled the end of a debilitating week-long political impasse over a proposed cabinet reshuffle by calling an extraordinary cabinet meeting.

His decision ends a week in which Mr Hariri "withdrew" from his duties as prime minister in protest at opposition, predominantly from Mr Elias

Bawali, Lebanon's president, to his proposals for enlarging Christian influence in the cabinet.

It follows a weekend trip by Mr Hariri to Syria, Lebanon's powerful neighbour, which retains 35,000 troops in the country, during which he held talks with Mr Hafez al-Assad, the Syrian president.

Lebanese officials would not say what resolution had been reached to persuade Mr Hariri to end his "strike", but said a

solution to the crisis would be discussed at today's meeting.

Mr Hariri and Mr Nabih Berri, speaker of Lebanon's parliament, had objected to Mr Hariri's proposal to introduce two senior Maronite Christians into the cabinet and had complained at his appointment of close aides.

The impasse hurt confidence in the Lebanese pound, requiring the central bank to spend an estimated \$200m (£137m) to steady the currency.

Refugee plea to warring sides

The United Nations High Commissioner for Refugees yesterday appealed to the warring sides in Yemen to let an urgently needed convoy reach a camp where Somali refugees have been killed in the civil war crossfire, AP reports from Geneva.

The agency has been trying since the middle of last week to send the trucks with food, medicine and other supplies to Al Koud camp, 50km east of Aden.

It said it had been unable to confirm the number of Somali refugees killed since open fighting erupted between northern and southern forces in Yemen on May 4.

But camp elders had reported the death toll at 175, with an unknown number wounded.

Previous estimates said between 100 and 270 had been killed.

A team representing the UNHCR and the International Committee of the Red Cross reached the camp from Sanaa on Saturday and found only 1,500 refugees left out of a population estimated at 6,000. The rest have fled to a nearby village or into the surrounding countryside.

Refugees told the team that uniformed men had taken batteries and generators that had been used to pump water to the camp and had confiscated their food, leaving the camp with little or no water, food and medical supplies.

The team brought in only four boxes of ICRC medical supplies, and much more was needed, the UNHCR said.

A second team from Aden that has been trying to reach the camp with the convoy will try again today.

The camp was set up to house 10,000 Somali boat people who fled the civil war in their own homeland two years ago across the Gulf of Aden.

About 4,000 refugees are believed to have moved into Aden before the fighting began.

After producing my press

Gunshots and 20 checkpoints on hazardous road to Aden

Eric Watkins' epic journey from Sanaa ends in frustration

Sitting in the dark with two armed guards at my back, I was beginning to wonder whether my efforts to reach Aden had been worthwhile. I had travelled nearly 600 miles in two days from Sanaa, the capital in northern Yemen, bludging my way through more than 20 military checkpoints, and two sets of front lines in the civil war between northern and southern Yemeni forces.

Then, with the Gulf of Aden in view, I was nabbed by northern military forces who accused me of espionage. In the company of a French journalist, I had headed south. Northern troops, we had heard, were rapidly approaching Aden and were soon likely to enter the city.

From the south, however, we had heard nothing. Communications between north and south had been cut and Aden Radio was off the air. As we waded through back roads to avoid the first military check point, our guide told us to invent a story to get us through later checkpoints.

Our first test came quickly. A few miles up the road, an armed soldier flagged us down. He demanded to know who we were. "Oil men," our guide, Mahmoud, said. "They don't speak Arabic."

The story held up mile after mile. But the strain had got to Mahmoud who decided to go on with us. Resting in the lobby of a hotel in Mareb, north of Aden, I was soon joined by officials, who had brought along AK-47s.

"Good afternoon," said one, extending his hand. "I'm the chief of police here and this is the head of the petroleum board. Are you the BBC journalist?"

"No, I'm with the Financial Times," I explained that we had heard northern broadcasts claiming that southern jets had bombed the oilfields at Mareb.

"Oh no," he said, "that has never happened. Last week one jet buzzed the town and soldiers fired at it. But the jet dropped no bombs."

After producing my press

pass and a copy of the Yemeni press law, and answering "not at all" to the question "are you doing anything illegal?", we got approving nods. "Well," the police officer said, "just take care. There is plenty of trouble on the road."

He was not wrong. A couple of miles along the road, two

drive to central security headquarters.

Within minutes, the chief told us there had been no battle at Ataq. Four northern jets had tried to bomb the airport, but they had missed. One aircraft was shot down. The chief agreed to our travel plans and gladly provided us with an

official retreat, moving in an orderly procession to join their comrades behind us. We soon reached the battlefield, the road littered with charred and abandoned vehicles. A northern brigade, we were told, had defeated the southerners and secured the area.

By early afternoon we had progressed well, moving along in a series of lifts in handy vehicles. Just a few miles more and we would be overlooking Shupra, a small town on the Gulf of Aden. And there, we hoped, we could hire a small boat to take us the remaining 60 miles into Aden. But our luck failed. A northern military patrol sped past in the opposite direction.

We thought nothing of it. Minutes later it sped back to stop us. An officer jumped out and came to the side of our latest pick-up truck. The searches and interrogations lasted nearly eight hours. A young officer began by going through our bags.

Hours later they were still worried about the absence of film in our cameras. They insisted we had taken photos along the way and had handed the film to southern forces for onward transmission to Aden. Two armed guards were told to watch us. In the distance, flashes of light intermittently illuminated the sky, followed by ominous rumblings.

After accepting that we had no offending film, in the early hours of the morning, they drove us back northward in a pick-up truck with six armed guards and a heavy machine gun. They asked for references in Sanaa, and I thought of giving them the home number of the president, General Ali Abdullah Saleh.

But that seemed a bit too much. Would the name of the president's personal advisor be enough? It was. They released us around with apologies for the inconvenience. There was no inconvenience, we said, apart from the theft of some of our equipment and the failure to get to Aden.

young tribesmen tried to wave us down. Our driver sped on past them. Looking back, I saw one of a tribesman raise his rifle, aim and fire. He missed us. He shot again and missed.

Our journey had so far revealed few signs of war, apart from the occasional military patrol and the odd tank here and there, half-camouflaged in the golden sands. But people along the way assured us the desert was full of soldiers and urged us along our way.

Located some 300 miles to the south-east of Sanaa, Ataq is a dreary little town, a motley collection of concrete buildings. But it had an airport and had become important over the past two years as a transit point for the eastern oil fields.

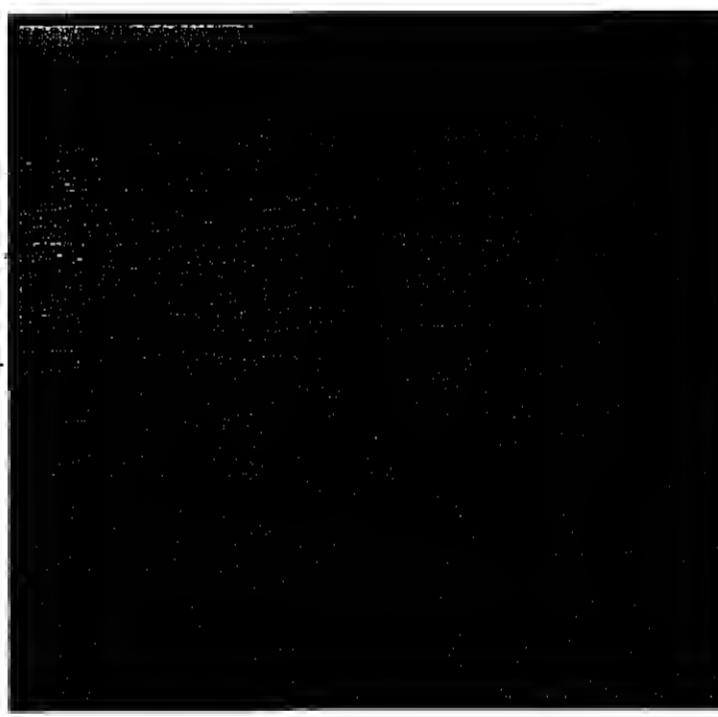
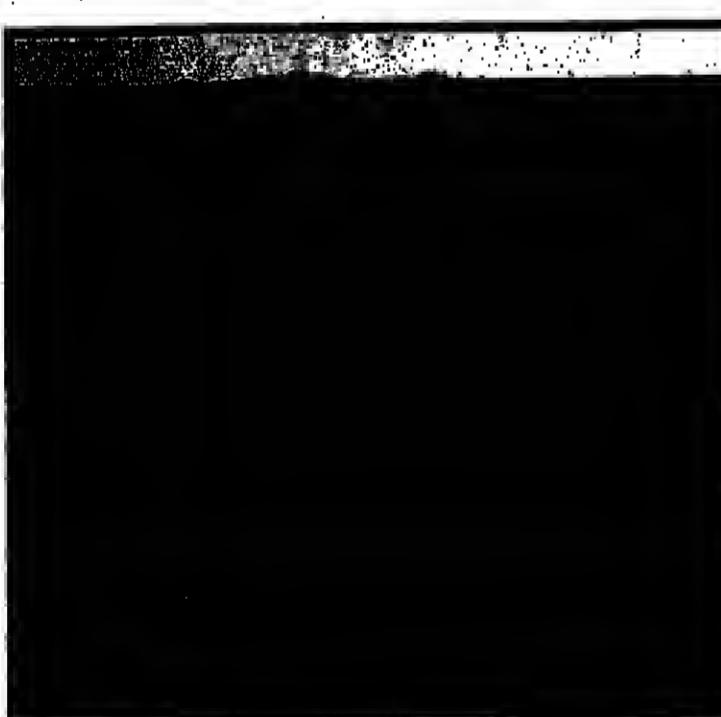
Ataq's strategic importance had been underlined by unconfirmed reports of a major battle there just days before. Ataq was clearly in the hands of southern forces. Armed soldiers at the check point entering town examined our papers thoroughly, climbed into our vehicle, and ordered us along the road, now becoming clogged with southern tanks and heavy trucks coming towards us.

They were, perhaps, in a tac-

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Fears over 'softening' of competition policy

By Robert Rice,
Legal Correspondent

Senior officials at the Office of Fair Trading, the competition watchdog, are increasingly concerned that Mr Michael Heseltine's Department of Trade and Industry is softening its stance on competition policy.

The mounting frustration among senior competition policy officials is reflected at Westminster, where influential backbenchers are setting up a lobby group called The Competitive Forum to press for a tougher con-

sumer-oriented competition policy. The advocates of a tough competition policy believe the DTI and the Monopolies and Mergers Commission have relaxed policy to help create strong UK champions capable of competing in global markets, a policy advocated by Mr Heseltine, the trade and industry secretary.

The approach has been taken up by Mr Graeme Odgers, the MMC chairman, according to the critics. They argue the MMC is operating a competition policy tailored to the needs of business rather than the consumer.

Further evidence of the lower priority the DTI is giving to competition policy is the sharp reduction in the number of cases referred to the MMC, according to consumer groups and competition lawyers. Of the 113 mergers examined by the OFT since May last year, only three were referred to the MMC by Mr Heseltine.

He was expected to underline the policy shift in his competitiveness white paper this morning. It has been postponed until next week, in a mark of respect for Labour leader John Smith, who died last Thursday.

Concerns that the MMC had gone soft on abuses of market power, which surfaced following the 1992 report on the supply of new cars, have been rekindled by recent reports on Fine Fragrances and Ice Cream, which have left existing market positions intact.

Competition officials' fears that the MMC is increasingly putting the interests of industry ahead of those of the consumer, are likely to be reinforced next month when the MMC's report on the price of compact discs is expected to clear the record industry

of allegations of price-fixing. Mr Stephen Locke, Consumers' Association director of policy says the MMC's recent reports mean "the UK is regarded as a soft touch when it comes to abuses of market power and anti-competitive agreements."

Mr Odgers, the industrialist who took over as chairman of the MMC a year ago, rejects the accusation that the MMC has gone soft on competition. But he does admit to being "four-square" with Mr Heseltine's views on privatisation, competitiveness and deregulation.

Front-runner Blair urged to strike deal

By Philip Stephens,
Political Editor

Mr Tony Blair, the front-runner in the Labour leadership contest, was urged by supporters last night to strengthen decisively his candidacy by striking a deal with one of his leading rivals on the left of the party.

The suggestion came as Mr Blair, the shadow home secretary, and Mr Gordon Brown, the shadow chancellor, faced calls from friends among Labour's so-called modernisers to settle quickly their claims for the party leadership.

The suggestion that Mr Blair might reach an agreement with one of the traditional candidates came as his supporters admitted that he needed to broaden the basis of his support in the party. Mr Prescott, shadow employment secretary, and Mr Cook, shadow trade secretary, have made it clear they would find it much easier to work with Mr Blair as leader than Mr Brown.

Mr Blair's candidacy was boosted by a string of weekend opinion polls confirming Mr Blair's advantage over other contenders for the succession to Mr John Smith. But Mr John Prescott and Mr Robin Cook kept open the option of standing as "traditionalist" candidates.

Amid intense manoeuvrings, the eventual outcome of the leadership election remained clouded by left-right differences and personal rivalries and ambitions.

Despite agreement by all the potential candidates not to campaign until after Mr

Smith's funeral on Friday, shadow cabinet members said informal soundings over the next few days would be critical in shaping the contest.

The behind-the-scenes bargaining has been complicated by the fact that many trades union leaders are reluctant to publicly endorse any particular candidate. The introduction of one-member-one-vote balloting will greatly reduce the influence of union executives.

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£1bn boom time for the counterfeit cowboys

C counterfeited goods have reached "epidemic" levels in the UK, according to the Institute of Trading Standards Administration, which has launched a national data and intelligence service on counterfeiting crimes in an effort to curb pirated goods that could be costing Britain up to £1bn a year.

British counterfeiters are mass producing designer-label clothing, audio and video tapes, perfume, watches, computer software, leisure goods, toys, furniture, pottery and antiques.

With the trade marks bill entering its committee stage in the House of Commons tomorrow, companies and trading standards officers claim that

the illegal copying of goods is set to continue as an unchecked boom industry dominated by organised crime.

Ten years ago the UK was a net importer of counterfeit products, with the goods seized in Britain nearly always manufactured elsewhere. Today industry estimates suggest that counterfeiting is costing Britain £1bn a year - through a combination of sales lost to legitimate producers and retailers - about 100,000 lost jobs and lost tax revenues.

The record industry alone, for example, says that a quarter of all tapes sold are illegal copies.

A raid last month on a mill in Preston, Lancashire, found children as young as 11 packing suspected fake Giorgio Armani and Paul Smith jeans.

A week's production was seized, with a street value of £500,000. It was estimated that the haul would have cost just £2,000 to produce.

Syndicates in both Manchester and London have also moved into the mass-production of counterfeit goods. With the recession having provided a pool of workers willing to take the risk of selling pirated goods, they also have access to ample street-trading networks.

Meanwhile, Britain's trade description, copyright, trade mark and theft laws - which make producing and selling copy-cat goods a criminal offence - are being enforced by 1,500 local authority trading standards departments which say they are over-stretched and have to cover a far wider remit than counterfeiting alone.

The Institute of Trading Standards Administration recently reported that three-quarters of 98 trading standards departments surveyed spent less than 10 per cent of their time on anti-counterfeiting work, with many spending 2 per cent or less.

When counterfeiters are taken to court, penalties are minimal, with prison sentences rarely passed down and fines usually lower than the value of the goods seized.

Also, last year the Court of Appeal ruled that street traders who identified their goods as fakes were not in breach of the Trade Descriptions Act. This brought a rash of disclaimers on copied audio and video tapes, which left the consumer wiser, but music and film companies less protected.

The trade marks bill is set to close the loophole on disclaimers, make enforcement obligatory on local authorities, and

increase penalties - moves which the government claims could save British companies £50m in the first year and an annual £20m in later years.

However, the resources available to enforce the new legislation remain the same.

The ITS's national data and intelligence service hopes to identify counterfeiting rings and establish links with enforcement in continental Europe through Interpol to try to track down cross-border trade.

However, trading standards departments are under review as part of the local government review, and could be reorganised into smaller units, which, they claim, will make national co-ordination and specialisation even harder.

Ex-SIB officer criticises Bank on Crest system

By Norma Cohen,
Investments Correspondent

The Bank of England's handling of the Crest share settlement system has been sharply criticised by a former executive of the Securities and Investments Board, the City's chief regulatory watchdog, in an article published late last week in a prestigious legal journal.

The article argues that paperless share settlement, due to be in operation by 1996 or 1997, could have been achieved more cheaply and quickly by augmenting the Stock Exchange's existing Talisman and Institutional Net Settlements systems. It argues that Crest is unnecessarily complex and that it creates additional risks that do not currently exist in share settlement.

The approach outlined would have left the Stock Exchange broadly in control of share settlement and left no visible role for the Bank of England.

It is understood that the article, originally submitted last autumn for publication in *Butterworths Journal of Inter-*

national Banking and Financial Law, was withdrawn at the request of the Bank of England which wanted it delayed at least until after an important Crest task force report was published in February. The author of the article, Ms Kathleen Tyson-Quah, who was an assistant director in SIB's capital markets division, resigned from the SIB in March.

The SIB has declined to comment on the article specifically. However, it said: "We believe the Crest project is progressing successfully but we don't wish to make any further comment because we have a formal recognition role under the Financial Services Act."

In the City, the Bank has generally won praise for its handling of Crest, particularly for its willingness to consult widely. The article, which makes clear that its views are those of the author personally, is the first public criticism of the Bank's efforts.

The Bank began setting up Crest immediately after the collapse of the Stock Exchange's own Taurus project for paperless share trading.

Mr Patrick McLoughlin, the minister responsible for technology, has been asking brand manufacturers if they believe protection for brand names against lookalikes should be offered in amendments to the trade marks bill or whether new legislation on fair trading would be more appropriate.

The British Producers and Brand Owners Group, whose members include Coca-Cola, Colgate Palmolive, Gillette, Mars, Nestlé and Procter & Gamble, has persuaded Mr Hugh Bayley, Labour MP for York, to put down an amendment to the bill which would offer brand names extra protection against lookalikes.

Direct Line credit card plan

Direct Line, the telephone insurance company owned by Royal Bank of Scotland, is considering launching a credit card as part of its attempt to step up sales of other financial services products to its customers.

The move could lead to stiffer competition among credit card issuers because of Direct Line's ability to use its customer database to target lower risk card users.

Car manufacturers including General Motors and Ford have also issued credit cards which offer users savings on the purchase of new cars. But although these cards have been successful, large banks still dominate the market.

Direct Line is to launch a pilot scheme to begin to sell mortgages in the summer and plans sales of simple protection type life assurance products next year following the expected authorisation of its life assurance subsidiary.

Direct Line already has more than 1.5m customers for its motor insurance policies, a market share of about 8 per cent.

Britain in brief

Rover set for Sunday working

Rover Group is to introduce Sunday working at its Longbridge plant near Birmingham from next weekend in order to raise output of its 200/400 lower-medium sized car range.

The six-hour shift, to be worked by existing employees on overtime, is intended to raise production by 5% per cent, in 4,750 cars a week.

Rover, now owned by German executive car maker BMW, said at the weekend that the increased production is to meet higher demand in both the UK and several large Continental markets.

The Sunday working programme will continue until the beginning of August, when the situation will be reassessed in the light of demand.

Rover was the only car maker to increase sales in Western Europe's slumping car market last year. In the first quarter of this year 200,400 sales rose by 15 per cent in the UK, to 23,302, and Continental sales by a similar percentage, to 35,574.

Move likely on 'lookalikes'

The Department of Trade and Industry will today announce the results of consultation examining how the government should deal with the problem of supermarket "lookalike" products.

The sun also rises. All he ever dreamed of growing up in Detroit was managing his own machine shop. Then one day he came to The Valley. And he had a vision. He saw a future where the network, not the PC, would be king. The workstation its mighty servant. With iron discipline (and a bag full of hockey sticks) he set out to build a new empire. Today Sun Microsystems is a multibillion-dollar giant in Silicon Valley. And just minutes from the local ice rink. **Scott McNealy is just one of over 857,000 top American executives who read Forbes.**

Forbes
CAPITALIST TOOL

BUSINESS TRAVEL

Delays at UK airports are being reduced, writes Jenny Luesby

Push for punctuality

Airport delays are to business travellers what traffic jams are to city drivers: infuriating, unpredictable, but inevitable.

No more, says Britain's National Air Traffic Service, the body responsible for organising UK air traffic control.

With an announcement due from the government on whether the service will be privatised, NATS has become aggressively consumer-oriented. It is reorganising flight paths, introducing more flexible take-off and landing procedures, and upgrading technology - all in a concerted effort to eliminate hold-ups.

In a programme that began in early 1993, NATS has cut average delays on scheduled flights from Heathrow to nine minutes last year, from 20 minutes in 1989. The average delay on morning commuter flights from UK domestic airports was 3.8 minutes last summer, down from 20 minutes in the summer of 1992. Delays on chartered flights have also been reduced.

The service now looks on its past indifference to delays with disdain. "There was a problem in our attitude before," says Mr Derek McLaughlin, NATS chief executive. "In that we thought we knew what was possible and we were satisfied with that. But following the management reorganisation of two years ago, we took a more proactive stance, and found that many of the problems were solvable."

Many solutions have been simple. One problem was the early morning influx into British airspace of some 400 transatlantic flights, which tended to hold up departures from Glasgow, Belfast and Manchester. "We instructed flow man-

UK airports' waiting time shrinks

Average delays to scheduled flights (minutes)

	1989	1990	1991	1992	1993
• Heathrow	20	16	14	12	9
• Birmingham	15	13	13	9	5
• Gatwick	26	19	18	15	11
• Luton	25	23	22	22	11
• Manchester	15	11	9	8	5
• Stansted	18	13	13	13	11

Average delays to charter flights also fall

	1989	1990	1991	1992	1993
• Birmingham	50	38	39	38	21
• Gatwick	62	49	43	41	38
• Luton	54	49	42	44	30
• Manchester	55	40	41	36	31
• Stansted	60	38	48	31	23

Average delays to all services at the six airports (minutes)

Average delay	1989	1990	1991	1992	1993
Source: Civil Aviation Authority	27	20	18	15	12

Graphic: R. Wilson

agers to be more careful about transatlantic tracks, so as not to block domestic take-offs, and delays were cut at a stroke," says Mr McLaughlin.

In addition, a computer link from Canada is giving London Heathrow controllers 4½ hours' notice of transatlantic traffic into UK airspace, making it easier to tailor routes.

Routing clashes caused by the limited number of air tracks, or flight paths, are also being addressed. The Civil Aviation Authority, of which NATS is an agency, is implementing a £750m investment programme to increase airspace capacity over south-east England by 30 per cent from 1995, and capacity for *en route* flights over England and Wales by 40 per cent from 1996.

However, airspace is only part of the problem. With the CAA forecasting a doubling of air passengers in Europe between 1992 and 2005 - increasing passenger flights by 55 per cent - airport infrastructure is also a constraint.

The British Air Transport Association, representing UK airlines, argues that take-off and landing slots are so fully booked that a new London runway is essential.

However, NATS has been tackling the issue in a different way. Last year, it introduced a free-flow system between Heathrow and Charles de Gaulle airport, Paris. Normally, airlines must book slot times for their departure, their air track and their arrival. Mismatches cause delays, which

put rescheduling pressure on the congested take-off and landing slot timetables. Under the freeflow system, aircraft can leave whenever their departure slot permits, without needing an air track slot.

As a result, British Airways reported a fall of 94 per cent in delays from Paris to London, and of 47 per cent from Heathrow. Air France said delays had been cut by 97 per cent from Paris and 98 per cent from London. Trials have begun on other routes.

NATS is also investigating how Heathrow's two runways could be used more efficiently. It all goes well with its plans, the service's ingenuity will go unnoticed this summer - as travellers pass through departure lounges without delay.

With its latest ticket code-sharing and marketing agreement with Air Canada, British Midland Airways, the UK's second largest scheduled carrier, is extending its net of international co-operation agreements to compete against its much bigger rival, British Airways.

The Air Canada move follows a string of other code-sharing deals - which enable two airlines to use each other's ticketing code on each other's flights, making arrangements simpler - and commercial agreements between British Midland and bigger international carriers. These include the two biggest US carriers, United Airlines and American Airlines, as well as Japan Airlines and All Nippon Airways.

British Midland also co-operates with Virgin Atlantic and is planning a code-sharing agreement with Malaysian Airlines later this year. "We are also working with South African Airways over possible co-operation," says Mr Austin Reed, the airline's managing director.

Although British Midland has steadily been expanding its own international operations, Mr Reed emphasises that the airline is continuing to concentrate on developing its European short-haul route network. "Any plan to expand into longer-haul flights are at this stage very much in the future."

The growing number of international marketing alliances are part of British Midland's efforts to offer its passengers services comparable with those offered by BA. British Midland's attraction for its international partners is its strong position at London's Heathrow airport, where it has built up the second biggest pool of take-off and landing slots - 14 per cent - after BA, which has about 38 per cent.

British Midland's strong position at Heathrow was one of the main reasons behind Scandinavian Airlines

Setting sights high

Paul Betts on the competitive strategy of British Midland



Tony Andrews

Sir Michael Bishop: vociferous

Systems' decision to buy a 35 per cent stake in the UK carrier. SAS is expected to increase its holding to 40 per cent

In Europe, British Midland has challenged the big flag carriers by taking advantage of the newly liberalised air transport market and driving down business-class air fares on five of the busiest routes it serves from Heathrow: Paris, Frankfurt, Dublin, Brussels and Amsterdam. Sir Michael Bishop, chairman, claims that, where his company has taken on the big European airlines, business air fares have fallen by about 40 per cent.

The problem, he says, is that

95 per cent of European Union air routes continue to be operated through state-owned airline monopolies or duopolies. "Only 26 routes are served by more than three carriers. Of the 15 busiest cross-border routes in Europe, 10 continue to be served only by the two national airlines of the countries concerned."

Real fare competition has occurred only on routes served by at least three carriers. Where just two carriers serve a route, their tendency is to offer similar frequencies, provide similar services and apply identical fare structures.

Sir Michael is also a vociferous campaigner against state aid for airlines, which he argues is continuing to help prop up bankrupt carriers, distorting competition in the European market. "A number of smaller airlines are going bust, while the bigger companies which are really bust are being allowed to carry on through artificial supports."

British Midland, like other UK carriers including BA and Air UK, has fulminated against French government proposals to inject a further FFr20bn into Air France.

It is also angry over the French government's decision to try to stop UK airlines flying today into Orly, Paris. But unlike BA or Air UK, British Midland has decided not to seek an immediate confrontation with France. Instead, it intends to start flying from Heathrow into Orly in September, when it hopes the dust will have settled.

In the longer term, British Midland sees another threat emerging from the Channel tunnel. "We expect it will lead to a drop in some short-haul air traffic," Mr Reed says. British Midland is thus already drawing up plans to serve longer-distance European routes which would not face direct competition from the tunnel, to maintain the momentum of its steady international expansion in the European market.

TRAVEL UPDATE

Swissair ahead - confirmed

Anyone who has ever been bumped from a confirmed homebound flight will cheer the news that Swissair is abolishing the annoying requirement to reconfirm return flights from June 1. The alleged purpose of reconfirmation is to give the airline a destination contact number so it can warn passengers of a substantial delay or cancellation of the return flight, although it has never been clear why the absence of such a number should entitle the airline to cancel a confirmed booking.

Swissair said it already kept in its reservation system a home contact number for its passengers and often the name of the destination hotel. From now on, it would start asking for a destination contact number when bookings were made so reconfirmation would no longer be necessary.

Was the airline worried about "no-shows"? "We always worry about no-shows," a spokesman said. But he doubted that the problem would worsen as a result of the abolition of reconfirmation.

Belgium bound

The Channel tunnel's formal opening earlier this month, provoked much discussion about the future of travel between the UK and France, writes Mike Skapinker. A less-widely noted consequence of the tunnel's opening was that there will be rail services between London and Brussels.

A monthly guide to all air and sea crossings and fares between the UK and Belgium is now on sale for an annual subscription of £44.50. Rail services will be included as they become available. The guide is available from Cross Channel, PO Box 347, London WC2A 1QD.

Time is money

Airport shoppers are to be courted even more aggressively by the British Airports Authority, in its effort to turn the time that travellers spend at airports into revenues for BAA.

For travellers in two minds over making impulse purchases, BAA has announced a Worldwide Guarantee scheme. This offers "no quibble" refunds on products bought at any of BAA's seven UK airports, whether they are faulty or simply unwanted.

Advice on how to spend money and fill shopping time will also be available from help desks at all BAA airport terminals. And for the forward planner, BAA has introduced a Freephone shopping line (0800 644844) to allow travellers to check on items in stock and reserve or order goods.

A freepost address for the Worldwide Guarantee, and postage refunds to users outside the UK, will give travellers "the confidence to buy goods in the knowledge that if they are not satisfied for any reason they will get their money back, no questions asked", according to Sir John Egan, BAA's chief executive.

And why is BAA so keen to win shoppers' confidence - even at the price of making refunds later?

"The money we make from people shopping at the airports is ploughed back into providing new facilities for all our customers," says Sir John. "This means that passengers win both ways."

As so, presumably, does BAA.

Likely weather in the leading business centres

	Mon	Tue	Wed	Thu	Fri
London	22	18	22	18	21
Hong Kong	31	31	32	32	32
Frankfurt	27	23	21	21	23
New York	24	18	16	14	13
Los Angeles	21	10	21	23	25
Paris	22	20	19	18	21
Edinburgh	22	18	22	21	20

Medium temperatures in Celsius.
Information supplied by Meteo Consult of the Netherlands

One should never judge an airline by its size alone. There are other criteria, such as leaving and arriving on time. But if you insist on the crustacean yardstick, remember that bigger is not necessarily better. Swissair +

Japan culture shock

YOU WON

MANAGEMENT

Japan culture shock

For Nick Collins, licensing controller of Pringle of Scotland, it was an opportunity to become "immersed in an alien culture", learn a "horribly difficult" language, and find out about management styles on the other side of the world.

Collins is one of more than 500 young managers who have benefited from the European Commission's Executive Training Programme in Japan - a 15-year-old scheme that aims to develop the presence of European companies in the Far East. Last week 40 more Europeans headed east to start the intensive 15-month course, of language training, factory visits, culture and business seminars and a secondment to a Japanese company.

Initial screening is carried out across the European Union by PA Consulting Group, with the final assessment in Brussels by the Commission (which pays the training costs and living expenses). Successful candidates range from managers in companies with sales as low as £2m to multinationals such as Royal Insurance and Michelin. Law firms, software companies and electronic components suppliers are among those represented in the latest group.

"All these companies are currently doing business in one way or another already with Japan, although often in very small volumes," says John Patrick, PA's recruiter. Up to 70 per cent of "alumni" are still directly or indirectly involved with EU/Japan trade and almost 50 per cent are living in Japan.

Pringle's Collins believes participants will get more out of the programme if they do a stint with their company in Japan when the course has ended. "It's a country that changes very quickly, it is easy to lose track."

Recruitment details from PA's John Patrick, 123 Buckingham Palace Road, London SW1W 8SR. Tel: 071-730 9000. Fax: 071-333 5050.

Tim Dickson

What do Bill Clinton and Bill Gates have in common apart from being at the top of their respective trees and having the same first name?

Both are married to colleagues. They are members of a club that includes Anita Rodick of Body Shop, Michael Green of Carlton Communications, and Derek Bonham of Hanson on its rapidly growing membership list. Some couples met through their work, some met first and then found a job for their partner, and some set up a business together. All are evidence of the same trend: business and pleasure are being mixed on a scale never seen before.

A recent survey by Alfred Marks employment agency shows that 60 per cent of employees have had an office romance, and half of these ended in wedlock or in cohabitation. A similar study in the US suggests a staggering 70 per cent of a cross-section of employees have had a relationship with a colleague.

In the old days bosses dated secretaries. As greater numbers of women are working in increasingly senior positions, men are marrying their equals at work. At British Airways, pilots used to wed air hostesses, yet next month the first husband and wife team of captains will be created when Jenny Fray and Steve Pock get married.

Traditionally, an office marriage was a signal for one partner to leave the company. Now there is less pressure to choose between job and spouse. Melinda French, who married Bill Gates, evidently feels no conflict between being the boss's wife and being a Microsoft employee. She is carrying on with the company as before.

Work romances are a mixed blessing for companies. "These relationships are an extra complication in the working environment," says Susan Bloch of career consultants GHN. "Companies need to be very sensitive about it or they can get into a mess."

Many companies say there is no policy because there is no problem. But research from Strathclyde Business School suggests that middle and senior managers in UK companies still disapprove of office affairs.

Companies that decide to take the ultimate sanction and fire one or other partner may be breaking the law.

An office romance can only be grounds for dismissal if the employee's conduct is disruptive or threatens to harm the employer's business. If a couple marry, one partner can only be dismissed if it can be proved that their continued employment would be impracticable, and the rules forbidding marriage are both reasonable and clear.

An industrial tribunal recently upheld the dismissal of a senior manager of a small UK company



Rings on their fingers: Bill Gates, Microsoft chairman, greets wedding reception guests with wife and employee Melinda French

Cupid's arrow across the desk

Lucy Kellaway on reactions when colleagues fall in love

called Alarmco. He had been engaging in bizarre feats including a toast and jam fight with his secretary, with whom he was having an affair.

In another case Ann Tomen, a marketing assistant with Irish Bouding, was fired after her husband, who also worked there, left to work for a competitor. She contested the case, but a tribunal ruled that her sacking was fair.

Despite romances that end in tears, most office affairs cause little trouble. The majority view among UK companies is that relationships between members of staff are both inevitable and beyond the scope of corporate involvement. NatWest is typical in having no policies at all. "It's just not a problem," says the company.

At the other extreme are some US corporations which forbid employees from dating. According to Michael Rubenstein, editor of Equal Opportunities Review, some companies have taken this route to protect themselves from litigation.

He says office romances raise several thorny issues for businesses. The first is sexual harassment. "The concern is that if you have a relationship that goes wrong, and one party wants to continue, you have a ready-made case of sexual harassment," he says.

A further problem is conflict of interest. This can arise if the couple work closely together. Some employers think this problem sufficiently serious to have rules to keep couples apart. At Arthur Andersen couples are not allowed to work in the same business unit.

McGraw-Hill takes a slightly more flexible approach. "We deal with every situation on its merits. Where there may be a potential conflict, we review it," the company says. "It is an issue if the man is married to someone more junior in the department, and others think the partner is getting more favourable treatment. If that person isn't a good performer, it could be harder for their husband to talk to them."

For most companies there is much to be said for doing nothing. "We know that people are more likely to meet their partners at work than anywhere else. Usually it means more loyalty not less," says Angela Baron of the Institute of Personnel Management. "The only time there is a problem is when people fall out. If that creates an

atmosphere it should be dealt with under normal performance management techniques."

There is some evidence that couples can be an asset rather than a potential problem. American research shows that morale and absenteeism improve when a workplace romance is in full swing.

David Norburn, director of the Management School at Imperial College and his wife Sue Birley, are a veteran career couple. Over the past 23 years they have held jobs together at six different business schools and universities, but found some more accommodating than others. "A bad response is the fear factor of the power of two people working together. A good response is that a couple gets up to speed more quickly. One plus one equals more than two," says Norburn.

In his latest job at Imperial, he is his direct boss. He admits that there is a danger that some colleagues could suspect favouritism, just as there is a similar risk that he might be unfairly severe on her. He thinks these problems are minor compared to the advantages. "The real plus is that you can gossip about the same people."

Others might complain that dinner at home is not much different to lunch in the staff canteen. Many executives have not yet even realised that they need new types of measures if multi-functional teams are to succeed, Meyer claims. But even where this need has been recognised, managers often use the new measures to reinforce their own power, rather than the power of the teams, he argues in an article in the latest Harvard Business Review.

A measurement system designed to support a process-based organisation should help teams overcome two basic obstacles to their effectiveness, says Meyer: getting functions to provide expertise when it is needed; and getting people from different functions on a team to speak a common language.

As Meyer argues, traditional measurement systems fail to solve these problems in several respects.

First, their primary role is to pull

the organisation, so that senior managers can make "good

decisions" that flow down it.

To that end, each relatively independent function has its own set of measures. Marketing tracks market share, operations watches inventory, finance monitors costs, and so on. Such "results" measures tell the various parts of an organisation where they stand, but not how they got there or what either they or the organisation as a whole should do differently. As Meyer puts it, the few cross-functional "results

More power to the team

Christopher Lorenz explains why managers do not always know best

Performance measurement systems for multi-functional teams should not be designed by managers, but by the teams themselves. Nor, except in extreme circumstances, should managers intervene when measures show that problems are developing; the teams should be left to take the necessary remedial action themselves.

These are only two of the many far-reaching changes which companies must make, according to Christopher Meyer, an American consultant, if they are to succeed in the popular attempt to replace their traditional "functional" (departmental) structures with cross-functional or "process-focused" organisations.

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measures" in most organisations are financial: revenues, gross margins, cost of goods sold, capital assets, debt and so on. They "exist only to help top managers".

By contrast, "process measures" monitor the activities throughout an organisation that produce a given result. They are essential to help cross-functional teams deliver an entire product or service, such as order fulfilment or product development.

Staffing is a far more helpful measure than most companies realise, he suggests. If it covers not just the number of people, but also the years of experience in main job categories, it can have a marked effect on a team's performance, he says. If particular staff are missing at a particular stage in a project, time-consuming and expensive problems arise later.

Contesting the popular view - especially in the US - that "what gets measured gets done", Meyer advises strongly against the temptation to pile measure upon measure. Otherwise, team members end up spending too much time collecting data and monitoring their activities, and not enough time managing their projects. In general, a team should have no more than 15 measures.

Meyer illustrates his warnings against relying on traditional measures, and also against managers using a team's measures to reinforce their own control, with episodes that have occurred at Ford in the US. In one case, the result of executive intervention in a product quality project was frustration for team members and managers alike, and also delay.

Meyer fails to explain how an organisation can avoid incompatibility and chaos when it allows teams of various shapes and sizes to design their own measures. But his overall message is powerful, all the same: that "managers must never make the mistake of thinking that they know what is best for the team".

*How the right measures help teams excel. Reprint no 9403. Fax (US) 617-495-6985.

YOU WON'T BELIEVE YOUR



FEARS

Just a quick glance at the Ericsson EH237 will tell you that here is a mobile phone with a lot going for it.

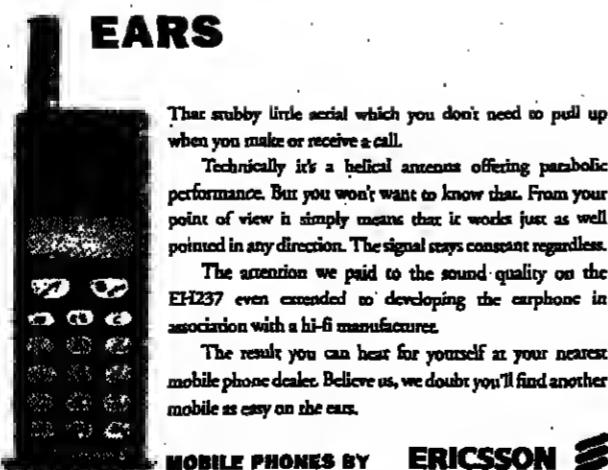
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CONTRACTS & TENDERS

PROCUREMENT OF CONSULTING SERVICES FOR CONCESSION OF INTERNATIONAL AIRPORTS' OPERATIONS AND ADMINISTRATION IN ECUADOR

THE GOVERNMENT OF ECUADOR has initiated the process of modernizing its airport administration and operations activities. The Government is seeking expressions of interest and brief Statements of Qualifications from consortiums of legal, technical, accounting, and investment banking and promotion firms with experience in the design and establishment of concession contracts for the operation and administration of airports.

THE REFORM PROGRAM will be implemented by the National Council for the Modernization of the State (CONAM) in coordination with the National Civil Aviation Authority. It would include separate concession contracts for the administration and operations of Guayaquil and Quito's International Airports.

INTERESTED CONSORTIUMS ARE REQUESTED to send, through a sole representative, any readily available information demonstrating private sector participation experience in airport administration. Please send Statement of Qualifications in English or Spanish, including Curricula Vita of staff that could be assigned in Ecuador and client references of recently completed projects to the address below prior to May 31, 1994.

Mr. MARCEL LANIADO DE WIND
NATIONAL COUNCIL FOR THE MODERNIZATION OF THE STATE
JUAN LEON MERA 130, 9th. Floor
QUITO, ECUADOR
FAX: (5932) 509-437

INVITATION FOR BIDS

The Ministry of Public Order of Albania invites sealed bids for the purchasing of the New Albanian Passport, with budgetary funds, through International and Local Competitive Bidding.

Total need will be 2 million pieces, from which 700,000 in the first year, accompanied by the equipment for computerisation printing and laminating.

Cost of Bidding Documents USD 200.

Bidding Documents can be obtained from the Trade Relation Department of MPO on submission of a written application and upon payment of the mentioned non refundable fee into the account no 1388/107/01, maintained by the MPO at the National Commercial Bank of Albania-Tirana/Albania.

These documents will be available from the Trade Relation Department and can be obtained from the same, every day from May 20, 1994 at 12:00-15:00.

Bid submission deadline and public bid opening date: June 30, 1994, 12:00 Midday at MPO.

Bids will be opened in the presence of those bidders representatives who may choose to attend at above mentioned date.

Further information can be obtained from:

TRADE RELATION DEPARTMENT/MPO
Mr Arben Kellagi
Tel: +355 42 26801 3255
Fax: +355 42 27520

LEGAL NOTICES

NOTICE TO SHAREHOLDERS OF MLH REALTY INVESTMENTS VI N.V.

Notice of the Annual General Meeting of Shareholders of MLH REALTY INVESTMENTS VI N.V. (the "Company") is hereby given. The meeting is to take place at 11:30am on May 30, 1994 at the registered office of the Company, 6 John B. Gorisweg, Curacao, Netherlands Antilles. The agenda of the meeting is set forth below.

AGENDA

Annual Meeting of Shareholders of MLH REALTY INVESTMENTS VI N.V.

- Report by Board of Supervisory Directors on the course of business of the Company and on the administration conducted during the fiscal year ended November 30, 1993.
- Discharge and subsequent re-election of the Board of Supervisory Directors.
- Report by the Board of Managing Directors on the course of business during the fiscal year ended November 30, 1993.
- Presentation of the Net Result of the period December 1, 1992 through November 30, 1993.
- Confirmation and adoption of the Balance Sheet and Profit and Loss Account for the period ended November 30, 1993 and as presented in the report of the accounting firm of Ernst & Young dated April 20, 1994.
- Discharge and subsequent re-election of the Board of Managing Directors.
- Selection of independent auditors.

Shareholders, by executing the subscription agreement for their shares have executed a discretionary proxy in favour of Yvomante Corporation N.V., authorizing Yvomante Corporation N.V. to vote the investor's shares. This proxy may be revoked either personally at the General Meeting of Shareholders or by written notice to Yvomante Corporation N.V. 6 John B. Gorisweg, Curacao, Netherlands Antilles, received prior to such meeting. Shareholders have the opportunity to instruct Yvomante Corporation N.V. as to the voting of their shares by writing to Yvomante Corporation N.V. at the above address.

MLH

THE MONDAY People page

Branching away from the ranch

Ted Waitt tells Katharine Campbell how he made Sioux City the Gateway to the world's personal computer-users

One of the typically eccentric "milestones" by which Gateway 2000 chooses to chart its growth was July 1992, the month the gravel parking lot was paved.

Ted Waitt, 32, who created the world's ninth largest vendor of personal computers from a farmhouse in Iowa nine years ago, cares deeply about such things. "The gravel symbolised our philosophy of keeping the cost of doing business low, and not losing sight of our roots." The rest of the staff, with their mud-spattered cars, eventually won him over, but even then, a colleague had to send in the engineers to explain why keeping his own space unpaved would be a symbol too far.

Now the largest mail-order PC vendor in the US, Gateway sold \$1.73bn worth of IBM-compatibles in 1993, 56 per cent more than the previous year. It claims to be leaner and meaner than its rivals, including Dell, the industry pioneer of direct marketing.

Dispensing entirely with dealers and their mark-ups, Waitt assembles machines using brand-name components, and addresses its computer-literate, price-sensitive clientele through ads in specialist magazines. That works even for sales to large corporations, at least those with decentralised purchasing organisations. If the function is centralised, "you have to do a lot of schmoozing. We don't schmooze much; it's expensive," Waitt explains.

Convinced the formula would travel, Gateway established a subsidiary in Dublin last October, from where it wants to service the rest of Europe. Sales in the UK have gone better than expected, but the continent will be far trickier. Waitt unveiled his French models at the beginning of this month, and Germany is pencilled in before the end of the year. Rivals are deeply sceptical that the relatively unfamiliar mail-order approach will catch on.

MAY 17-18
MARLER HALEY
ROADSHOW AND SEMINAR
Capital Hotel, Edinburgh
Featuring a selection of portable displays, new exhibition systems and display accessories. See the latest technology in display design. Discuss your exhibition needs. FREE admission. 9am - 6pm. "A Guide to Better Exhibiting Seminar" runs concurrently. Cost £49.95.
Enquiries: Marlene Hodges-Jones, Marler Haley Exhibitions, Tel: 0131 213088 Fax: 477632

EDINBURGH

MAY 17 - JUNE 23
CBI 1994 TRAINING PRESENTATION
CBI business seminar, using case studies to examine current trading trends in the UK, Europe and the rest of the world. Bristol, Cambridge, Belfast, Cardiff, Newcastle, Nottingham, Glasgow, Contact: Georgia Kingsley, CBI Conferences Tel: 0113 379 7400 Fax: 071 497 3646

LONDON

MAY 18 - JULY 8
CONTAMINATED LAND - LESSONS & LIABILITIES
CBI half-day seminar, supported by English Partnership, considers legal implications, business needs and political developments. Locations: London, Bristol, Birmingham, Liverpool, Glasgow, Manchester, Cardiff, Belfast, Dublin, Belfast. Contact: Gillian Lewis, CBI Conferences Tel: 0113 379 7400 Fax: 071 497 3646

LONDON

MAY 19-20
FOREIGN EXCHANGE RISK MANAGEMENT
Providing corporate treasurers with new insights into their hedging problems and strategies. Corporate speakers include L'Oréal, K.L. Benetton, Nokia, Yves St Laurent and Rolls Royce. Treasurers will discuss how they tackle currency exposures, bank office problems and risk-based strategies. Enquiries: Tel: 044 71 779 8603 Fax: 071 497 3646

LONDON

MAY 20
WORLD CLASS INTERNATIONAL WORKSHOPS: BUSINESS PROCESS MANAGEMENT
Organisations achieve their goals through a relatively small number of processes. This workshop explores how to create value adding processes and the role of workflow automation and activity based costing (Ref: WCM4). Contact: Vicki Williams, World Class International Limited Tel: 0705 266133 Fax: 0705 266160

HAMPSHIRE

MAY 24
INSURANCE PREMIUM TAX CONFERENCE
Major conference on implications of IPT, featuring representatives from HM Customs & Excise. Price: £50 plus VAT. Contact: Michelle Board, Ernst & Young Tel: 071 931 2597 Fax: 071 242 3862

LONDON

TO ADVERTISE IN THIS SECTION PLEASE CALL JANET KELLOCK ON 071-873 3503



Branching away from the ranch

Ted Waitt tells Katharine Campbell how he made Sioux City the Gateway to the world's personal computer-users

But if it wasn't a high-wire act, Waitt wouldn't be having fun - which he patently is. The antithesis of the computer nerd, his gifts are not those of the technical visionary; his is basically a highly gifted sales and marketing brain. When forced to sit down, the nervous energy is challenged alternately into fiddling with his lank pony tail and getting through the daily two packs of Camels. No friend of the business suit, he made his mark in London a few years back by showing up at a black tie ceremony in cowboy boots and a string tie. Given his apparent restlessness, it comes as a slight surprise that he has settled down to a wife - Joan is a real estate broker - and two young kids.

Product of the boondocks of Sioux City - and proud of it - Waitt happily admits he had always set out to make money, "and, um, for whatever reason, I was fairly convinced I would be successful at something".

As the marketing literature for Gateway will not let you forget, the Waitts have been in cattle for five generations, but Ted, it seems, was not exactly encouraged aboard. Instead, he took himself off to the University of Iowa, where he failed to stay to the course in finance and marketing - "college in America doesn't prepare you for a whole lot of anything" - and went to work as a salesman in a computer store in Des Moines.

Then, as now, no gizmo freak, he started off knowing nothing about PCs - but nine months later was in business on his own. Mike Hammond, whom he met at the store, provided the technical brains and his elder brother Norm - trained in the family cattle business - the financial nous. Ted, meanwhile, did what he does best - selling.

Ads have been a company trademark from the start. At first Waitt wrote his own copy and the creative work is still done in-house - including that for Europe. And of course he continues to

force to allocate more resources to its (free) customer support service when some other software companies began to charge for after-sales assistance.

Waitt does not deny the difficulties.

Six months ago, the time spent on each call suddenly went up by about 50 per cent. "We are finding we are giving DOS lessons over the phone - people stay on the line for four or five hours, particularly at night." Unhappy customers complain that at one point last year their calls might not be returned until the following day.

Another thing Waitt has disliked, one suspects, has been the need gradually to cede control to others. Bob Spears, managing director of the European operation, observes that Waitt loves coming to Dublin. "He likes to be around a Gateway of just 200 people."

The Port Authority is an odd institution. Apart from running the three main airports - JFK, La Guardia and Newark - it operates the PATH rapid transit system linking New Jersey and Manhattan, six interstate toll bridges and tunnels, two bus terminals, a ferry service, the New York-New Jersey port, three industrial parks and the World Trade Centre. It has annual revenues of nearly \$2bn, but as a self-governing public agency it is accountable to neither electors nor shareholders.

Could things change under

Donovan? An attorney, an active Republican and a former New Jersey legislator, she was appointed to the board by New Jersey's Republican governor, Christine Todd Whitman, for whom she campaigned in last year's state elections. Given that context, you might think a touch of privatisation could be on its way.

Donovan, however, is reluctant to be cast in the role of revolutionary. If anything, she seems set to expand the

BBV, the bank that was outbid in the auction, should simply be referred to as Banco Bilbao.

The key to all the playing with name-tags is Alfredo Saenz, 52, chairman of Banesto, former vice-president

of BBV and former heir apparent to Banco Vizcaya before the latter merged with Banco Bilbao in 1988. Saenz, an acknowledged troubleshooter in the domestic banking business, was "lent" by BBV to rescue Banesto after the Bank of Spain's

intervention at the end of last year. Santander duly scooped

Banesto and immediately asked Saenz to run its prize.

Saenz not only accepted the offer but also persuaded eight colleagues to leave BBV and join him on Banesto's management board. To a man, the Saenz-picked team has an emphatic Vizcaya pedigree.

The most senior defector, after Saenz, is Banesto's new managing director, Victor Manuel Menéndez Millán, 53. He was Vizcaya's treasurer at the time of the merger with Bilbao and went on to be a member of BBV's management board with responsibility for information systems.

The Saenz-inspired stampede of Vizcaya managers into

Banesto is likely finally to pare BBV down to its Bilbao bone.

Three years ago Francisco Lúzon, once Saenz's rival first at Vizcaya and then at BBV, became chairman of Argentaria, and has since lured some 70 one-time Vizcaya employees away from BBV to the state-controlled bank.

CONFERENCE & EXHIBITIONS

MAY 24-26
RIA/FOA GLOBAL INVESTMENT & RISK MANAGEMENT OPPORTUNITIES FOR INSTITUTIONS & FUND MANAGERS
Le Meridien Hotel, London
Pension funds, corporate treasurers, index, product designers addressing issues for risk management. Keynote speakers: Brian Quinn, Head of English Gordan Blunt, Gower Money Fund, London, UK. Contact: Kay Dickenson, IFC Tel: 071 637 4383 Fax: 071 631 3214

LONDON

MAY 24-26
RAILTECH
The Railway Technology Event for systems and components. Railtech will focus on the technology being developed and applied in the railway component supply industry. The exhibition presents the ideal opportunity for senior engineers and specialists to meet and be supported by a Congress of over 20 speakers. Contact: Roger West - Centre Exhibitions Tel: 021 767 2683

BIRMINGHAM

MAY 26
TURBO SUCCESS SEMINAR
Marketing, Sales and Personal Success
International best selling British author, marketing director and entrepreneur, Ron G Holden, demonstrating well proven and dramatically effective techniques for global sales. Advanced bookings £176.25 including VAT.

Contact: David Rose, Tel: 0832 840635 Fax: 0832 840635

LONDON

MAY 28
FINANCIAL REPORTING & AUDITING
CIB/Tochée Ross conference considers on-going reform process and current accounting treatment issues including goodwill, fair value, rights etc. Speakers include: Sir System, Liverpool, Ian Plaister and Peter Goldsmith QC. Contact: Nicola Martin, CIB Conferences Tel: 071 379 7400 Fax: 071 497 3646

LONDON

JUNE 2
COST OF CAPITAL AND ASSET VALUATION IN DEVELOPED INDUSTRIES
A half-day seminar for senior executives with an emphasis on developing and introducing new performance measurement and reporting concepts. Featuring David P. Norton, Richard D. Desai, and Gregory G. Miller, co-founder and former President of Norton & Co. Contact: Business Intelligence Tel: 081 544 1830 Fax: 081 544 9020

LONDON

JUNE 6
BUSINESS PERFORMANCE MEASUREMENT: The Instruments of Corporate Change
A half-day seminar for senior executives with an emphasis on developing and introducing new performance measurement and reporting concepts. Contact: Brian Arthur, Arthur Andersen, London, UK. Tel: 081 203 3211 Fax: 081 203 3211

LONDON

JUNE 9
CLIENT SERVER REPORTING FOR THE ENTERPRISE
A national one-day conference organised by the Design Museum in conjunction with the DTI, which will tackle the fundamental issues of new product development and its impact on profitability and competitiveness. Contact: Conference Secretary, Northern Conference Bureau Tel: 0625 502600 Fax: 0625 502900

BIRMINGHAM

JUNE 12
DEVELOPING NEW PRODUCTS FOR GLOBAL MARKETS: THE OPPORTUNITIES
A national one-day conference organised by the Design Museum in conjunction with the DTI, which will tackle the fundamental issues of new product development and its impact on profitability and competitiveness. Contact: Conference Secretary, Northern Conference Bureau Tel: 0625 502600 Fax: 0625 502900

LONDON

JUNE 15
ENVIRONMENTAL MANAGEMENT SYSTEMS - IMPLEMENTING EXPERIENCE & LEGAL LIABILITY IMPLICATIONS
Organised by John Stenhouse, Department of the Environment. Environmental Protection & Industry Division, Speakers from Sironi Healthcare, Mason, Watson, ISO, Goring Committee, Navarro, Gower, Nathanson, IEA, Transport Development Group and Cameron Marke, Hewitt, Environmental software systems display. Fax: Pamela Shire, Industry & Environment Associates for brochure on 081 876 1674 Tel: 081 876 3367

LONDON

JUNE 22
EDP AUDITORS ASSOCIATION 22ND INTERNATIONAL CONFERENCE
Competitive Strategies for the 1990s. The seminar will discuss the issues of the development and implementation of the money management business. It will take a fresh look at: market penetration strategies, the management of people, finance, information technology and suppliers.

Contact: Richard Parry, Vertical Systems Intercede Ltd Tel: +44-455-250266 (24 hours) Fax: +44-455-890821

LONDON

JUNE 29
SECOND CITY OF LONDON INNOVATIVES CONFERENCE
Bankers, manufacturers and service industry representatives, capital adequacy, new product development and problems in the markets. Sponsored by CIB, Total Bank Europe, Arthur Andersen, Freshfields, Lombard Risk Systems and Roths & Nolans. Details from: Cityfront Ltd Tel: +44 71 779 8603 Fax: +44 71 779 8603

LONDON

JULY 6
CHINA ELECTRIC POWER INDUSTRY FORUM
At this conference 20 Chinese power industry representatives will give their view on the fast developments on power generation in China. Over 100 Chinese utility representatives will be present. On average, 1000 guests per meeting will be arranged for seminars from outside China. Contact: PennWell CIB Tel: 31-30-650 9063 Fax: 31-30-650 9195

SHENZHEN, CHINA

JULY 7-8
6TH MULTINATIONAL ESOP CONFERENCE
The ESOP Centre's annual multinational conference has established itself as the main gathering of international practitioners in employee share ownership. Anyone operating or considering a multinational ESOP, as well as professional advisers should come. For full programme: Freddie Hartston

ESOP Centre, Tel: 071 436 9936

BRUSSELS

JULY 10-12
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel: 071 497 3646 Fax: 071 497 3646

LONDON

JULY 11-12
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel: 071 497 3646 Fax: 071 497 3646

LONDON

JULY 12-13
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel: 071 497 3646 Fax: 071 497 3646

LONDON

JULY 13-14
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel: 071 497 3646 Fax: 071 497 3646

LONDON

JULY 14-15
DEVELOPING AN EFFICIENT INTERNATIONAL AIRLINE IN CHINA
In association with the finance department of the CAAC. Key topics: Infrastructure, fleet financing, financial management, security, fleet planning. More than 40 senior executives of Chinese airlines have confirmed their attendance. Contact: Airline Interforum Tel: +44 (0)71 366 9222 Fax: +44 (0)71 361 8914

KIEV

JULY 15-16
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel: 071 497 3646 Fax: 071 497 3646

LONDON

JULY 17-18
EUROPEAN INNOVATION CONFERENCE
The European Innovation Conference is the largest annual event of its kind in Europe. It is a unique opportunity for European companies to showcase their latest products and services to an international audience of over 10000 visitors. Contact: EuroInnovate Tel

ARTS

Colin Amery signs off from this page

Architecture as an art

Is architecture art? It is a fair question, since this is my last Monday column for the FT on the Arts page – although I shall still be writing for the FT and still on a Monday.

Once upon a time, especially around the last turn of the century, it was commonplace to talk of architecture as "the mother of the arts". Today the debate about architecture has become the mother and father of all debate, but whether or not it is an informed debate about artistic virtues is highly questionable.

Even the secretary of state for the environment joined the militant tendency of architect haters last week by describing many of them as "arrogant creators of brutal and alienating buildings". Of course Mr Gummer is not wrong; but he should be aware that in the last decade things have improved considerably.

There is greater public awareness of architecture, brought about by a reaction to both the brutal horrors of the 1960s and the boom follies of the 1980s. There is more informed interest in conservation – witness more than two million members of the National Trust, a lively conservationist television programme (BBC 1, *One Foot in the Past*), and the growth of "historic home" magazines.

At the commissioning level, there is much more concern about hiring good architects, which in turn has lead to more competitions, as developers realise that good buildings are good business.

During the period I have been writing on this page, I have been lucky enough to sit on many juries and competition adjudications and have been involved with a range of new buildings that all demonstrate architecture as an art, and never as just a hand maiden of nihilist modernist propagandists.

The Sainsbury Wing of the National Gallery in London by Robert Venturi and Denise Scott-Brown succeeds in being a complex work of art in itself while never overwhelming the paintings. The Supreme Court in Jerusalem designed by the Karmi brothers and sister team is a unique example of a late 20th century monumental building that is timeless in its relationship to its environment, in this case the sensitive stones of the Holy City. At the Tate Gallery at St Ives, Cornwall, Alfred Evans and David

Shalev produced a building of such pristine clarity and form that it gleams as a work of art almost more brightly than some of the collections it displays. It was an excess of talent which divided the jury of that competition.

The debates and discussions that took place during the selection of architects for these three buildings was always at a highly intense level. Client bodies and benefactors for buildings of this calibre should never be under-estimated: they show great concern and, in some competitions, are frustrated by the lack of an adequate creative response from architects.

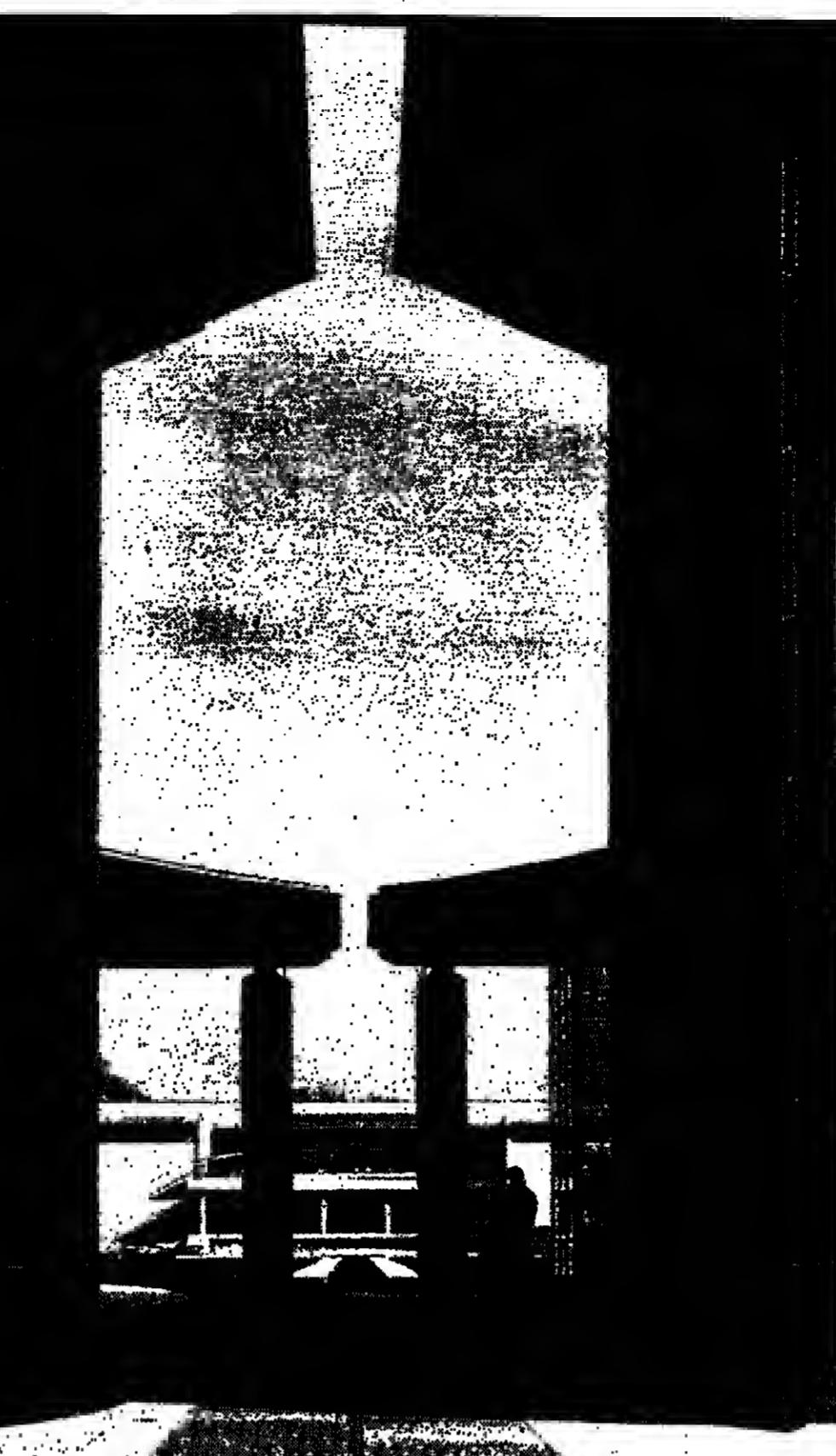
What has become increasingly clear, is the need for architects to bring practicality and art together. This is not such an Herculean task if architects are prepared to take the client on board as they move from concept to detail. Clients often know far more about the way they want their buildings to work than the architects – and there is such a thing as creative collaboration.

There were some happy signs in last week's Sunday Times/Royal Fine Art Commission Architecture Awards that commerce and industry have, despite the recession, completed some innovative and worthwhile new buildings.

The Building of the Year 1994 went to the Cable and Wireless College in Coventry, designed by MacCormac Jamieson Prichard. Cable and Wireless has shown itself to be a brave patron. For its refurbished London office, sculptor William Pye was commissioned to design a brilliant water feature. In Coventry, its training school for advanced communication technology does not adopt the obvious architectural language of "high-tech": it is much more low tech, almost vernacular, with its sweeping roofs and lattice of glazing. Commerce triumphed, too, with a dazzling new Sainsbury store at Canley, also near Coventry, an elegant glass and steel pavilion designed by Lifschitz Davidson.

Both Sainsbury and Cable and Wireless are major companies that see the real value of good design. These two new buildings are worthy prize winners because they bring art to life. That must be the role of good architecture.

Sunday Times/Royal Fine Art Commission Building of the Year: the C&W college in Coventry



Kunsten Festival des Arts

Alastair Macaulay welcomes an important new theatrical event

motto of much continental European art that one should hardly be surprised. Particularly in European theatre, tradition is seldom considered a virtue.

Staslas Nordey, the 28-year-old director of the Compagnie Nordey, has not only staged Pasolini's long play *Pylade*, he also prefaches it with Iannis Rissos's short soliloquy *Chrysanthemis*. And begins his show with the actors sitting at a table in front of the raised stage, facing us, like speakers on a panel.

Both *Pylade* and *Chrysanthemis* are rampantly revisionist. They focus on characters who in Greek literature were never more than also-rans: Pylades, the loyal friend of Orestes, and Chrysanthemis, the timid sister of Orestes and Electra. Nordey has the soliloquy *Chrysanthemis* spoken by another of the panel-speakers, but, as she develops her monologue, she

rises through a series of statu-

symbolic, but becomes more fully a play; his journey reminds one at times of Shakespearean heroes – Henry VI, Hamlet, even Lear. And it is now that Nordey's direction starts to flower, and to reveal the physicality for which the advance blurb celebrates him.

The actress playing the Furies has a marvellously incessant, restless, tread on the spot, while – caught in a blaze of side-lighting – she holds her arms in a cumulative power, and becomes a serious exemplum of the *Théâtre de Parole* championed by Pasolini ("Theatre of Dialectic"). The title role and most other parts are played with great dignity and humanity.

but despite its frequent post-modern self-awareness it has a cumulative power, and becomes a serious exemplum of the *Théâtre de Parole* championed by Pasolini ("Theatre of Dialectic"). The title role and most other parts are played with great dignity and humanity.

In utter contrast, but also

commenting ironically on the legacy of the past, is *Murz*, from the Volksbühne in Berlin, directed by the Swiss Christoph Marthaler. Eleven people sit in a huge dilapidated hall without communicating, like inmates in an institution. They have their famous routines – tea, cake, washing – and each person, though stunted in some way, is a highly individual character, pathetic and funny. The one routine that transforms them is singing, and their songs – whether folk, popular, or national anthems – are all highly German.

The Kunsten Festival des Arts, Brussels, continues until June 5

Berio conducted the BBC

Singing, these disparate Germans suddenly co-operate, sometimes in elaborate harmony. They are so foolish as individuals that it seems to be sheer accident that, the more nationalist their music, the more harmonious they become. Marthaler paces all this so well that the central meaning of the piece – the disturbing power of nationalism and anthems to galvanise people who usually are silly incompetents – never clovers you. Superb performances by all.

These two are large productions, and have launched the festival impressively. There are other, much more intimate stagings.

I will report later in May on

further offerings of this festival. It is not only patriotism that makes me wish some British theatre was included. Yet, since three of the four events I watched in May 1-2 were so interesting, this Brit can only command the festival's start and look forward to more.

The Kunsten Festival des Arts, Brussels, continues until June 5

Berio conducted the BBC

Opera/Richard Fairman

The Kirov Opera

The energy of the Kirov Opera under the artistic direction of Valery Gergiev seems to know no bounds. Plans for the link-up with the Royal Philharmonic Orchestra show it venturing beyond the concert performances of Russian operas that one thought to be its limit in Wagner, Mahler and Berlioz in 1995.

This year the operas of Rimsky-Korsakov are the Kirov's focus of attention, although that does not mean any less effort and activity. In June the company has the "White Nights" Festival in St Petersburg. In July it is visiting the Mikkel Festival in Finland and Istanbul. By late autumn it has reached Paris, where the Théâtre des Champs-Elysées is presenting four operas, including Rimsky-Korsakov's *Sadko* and *The Legend of the Invisible City of Kitezh*. Do Gergiev and his team never tire?

Friday's concert at the Barbican offered a foretaste of

Kitezh. This was the second in the RPO/Kirov series (following their success with Tchaikovsky's *Swan Lake*) and suggested that Gergiev and the orchestra have formed a good working relationship. A suite from the opera featured some delicately atmospheric sonorities and playing so quiet that it could have been Simon Rattle holding the baton. Rumours of minimal rehearsal times were not obviously borne out.

Just as one can expect fairies tripping through Mendelssohn's music, so Rimsky-Korsakov invariably wallows

in the high romance of fairy-tale. Give him a stage direction that calls for a snow-storm swirling around a castle in a magic kingdom and Rimsky-Korsakov will respond with mysterious divided strings and harps sweeping up and down glissandos.

That is the opening tableau of his one-act opera *Kashchey* in the Immortal. Its story of a captive princess rescued from the clutches of an ogre with supernatural powers is typical Russian folk-tale, for which the composer mixed a blend of his usual luscious orchestral colours with a distinct Wagnerian tint (especially the *Walküre* storm). This was said to be the first UK performance of the opera and Gergiev made it a vivid one.

Whenever singers from the Kirov appear, there is one who makes a big impact. This time it was Larissa Diadkova, who delivered the goods in no uncertain fashion as Kashcheyevna, the Kundry-like figure who lures knights to their doom on her enchanted island; her Slavic mezzo has a bite and force with which one would not like to argue. The soprano Marina Shaguchi sang a nicely wicked Lullaby as the princess who wishes everlasting sleep upon her captor. Konstantin Plushnikov was the Mime-like Kashchey, supported by Alexander Gergov and Vladimir Ognovenko, the baritone and firm bass. The London Choral Society doubled for the Kirov Chorus – an unenviable task.

Sponsored by The Regent, London

La vera storia

On a rainy Saturday, Luciano Berio's opera *La vera storia* crowned the South Bank's festival of his music magnificently – perhaps even beyond the expectations of the festival-planners and the BBC, who put this concert version on.

Premiered at La Scala in 1982 but new to Britain, *La vera storia* was here "semi-staged" by Tim Hopkins, as tidily as could be managed on a stage crowded with Berio's very large orchestra.

Berio's dramatic plan for Act 1 involves only bare archetypes

on the 19th century Italian model: as exemplified by the four principals of Verdi's *Il trovatore* – their operatic voices, their standard roles, sentiments and fraught relations and by his lusty crowd-choruses. There is no story (true or otherwise), just a second-order "story" about what those musical stories were like and what they meant. So far, so bald Calvino, who indeed wrote the libretto.

He and Berio discussed ideas for the opera in 1977, and soon he supplied the words first for the archetypal chorus in its many moods, jocularly unbuttoned or feral or political, and then for the soloists, stereotypical too but more elevated. At that point Calvino apparently withdrew to let Berio develop his own plan for Act 2. It recycles the music and most of the first-act words, with some re-ordering and reassessment to different voices, for a more immediate drama: an urban nightmare of modern authoritarianism, with the 1968 Milan scandal about the death-in-custody of the anarchist Pinelli at its polemical heart.

Though at the very least

La vera storia is agit-prop of a high order, all its best music transmits that. A full staging at Covent Garden or the ENO would be an exciting prospect.

David Murray

ARTS GUIDE

Monday: Berlin, New York and Paris.
Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington.
Wednesday: France, Germany, Scandinavia.
Thursday: Italy, Spain, Athens, London, Prague.
Friday: Exhibitions Guide.

European Cable and Satellite Business TV
(Central European Time)

MONDAY TO FRIDAY
NBC/Super Channel: FT Business Today 1330; FT Business Tonight 1730, 2230

TUESDAY
Europewide: FT Reports 0745, 1315, 1545, 1815, 2345
NBC/Super Channel: FT Reports 1230

WEDNESDAY
NBC/Super Channel: FT Reports 1230
Sky News: FT Reports 0230, 2030

FRIDAY
NBC/Super Channel: FT Reports 1230
Sky News: FT Reports 0800, 1400, 2030

SUNDAY
NBC/Super Channel: FT Reports 2230
Sky News: FT Reports 0430, 1730

■ BERLIN

OPERA/DANCE
Staatsoper unter den Linden
Tonight, Wed, Sat, next Mon: René Jacobs conducts Fred Bernard's production of Graun's *Cleopatra a César*, with cast headed by Deborah Bonelli, Janet Williams and Lynne Dawson. Fri: Christa Ludwig song recital. Sun: Meistersinger with Günther von Kämen, Reiner Goldberg and Siegfried Vogel (200 4762/2035 4404).

Deutsche Oper Tonight: Wagner-Solos. Tomorrow: Jost Meler's new Dreyfus opera, staged by Tonsturz Fischer and conducted by Christopher Keene, with cast headed by Paul Frey. Wed, Sat, next Mon: concert performances of *Il Pirata* with Lucia Aliberti. Thurs: Der liegende Holländer with James Morris and Julia Varady. Fri: Peter Schaufuss' production of *Giselle*. Sun: Aida with Julia Varady and Fabio Armiliato (341 0249).

CONCERTS
Philharmonie Tonight: Günter Wand conducts Berlin Radio Symphony

Orchestra in Bruckner's Eighth
Symphony, Wed: Mikhail Petrenov conducts Berlin Symphony Orchestra in symphonies by Beethoven and Tchaikovsky. Thurs: Daniel Barenboim conducts Chicago Symphony Orchestra in Debussy, Strauss and Brahms. Sat: Maurizio Pollini plays Beethoven piano sonatas. Sun, next Mon, Tues and Wed: Pierre Boulez conducts Berlin Philharmonic Orchestra and Radio Chorus in works by Stravinsky and Ravel (2548 6132).

Schauspielhaus Tomorrow: Christine Edinger violin recital. Wed: Balázs Kocsár conducts Hungarian National Philharmonic Orchestra in works by Brahms, Dohnányi and Franck. Thurs, Fri: Klaus Tennstedt conducts Berlin Staatskapelle in Bruckner's Seventh Symphony (2090 2156).

Komische Oper Thurs: Yakov Krebs conducts Orchestra of the Komische Oper in works by Shostakovich and Bruckner, with violin soloist Victor Tretyakov (229 2555).

THEATRE
Peter Stein gives readings from Goethe's *Faust* Part Two on Tues and Thurs this week at Martin Gropius Bau, and on Wed, Fri and Sun next week (2548 6132). A new production of the musical *Funny Girl* opens at Metropol-Theater on Fri (2036 4117). Repertory at Deutsches Theater includes Ionesco's *The Bald Prima Donna*, Ibsen's *Peer Gynt* and David Mamet's *Oleanna* (2844 1226).

■ NEW YORK
THEATRE
• Passions: Stephen Sondheim's

new musical based on Ignazio Tarchetti's 1869 novel about a woman's unrequited love for a handsome young army captain (Hymann, 236 West 45th St, 231 6200).

• Broken Glass: set in New York in 1938, Arthur Miller's new play is a compassionate study of paralysis in the face of crisis (Booth, 222 West 45th St, 238 6200).

• All in the Timing: six sparkling short plays by David Ives add up to one enchanted evening (John Houseman, 450 West 42nd St, 307 6200).

• Medea: Diane Rigg gives a magnetic performance in this production of Euripides' tragedy, an import from London's Almeida Theatre directed by Jonathan Kent (Longacre, 220 West 46th St, 239 6200).

• Three Tall Women: a moving, poetic play which has just won Edward Albee's Pulitzer Prize. Myra Carter, Marian Seldes and Jordan Baker represent three generations of women trying to sort out their pasts (Promenade, Broadway at 76th St, 239 6200).

• Angels in America: Tony Kushner's two-part epic conjures a vision of America at the edge of disaster. Part one is *Millennium Approaches*, part two *Perestroika*, played on separate evenings (Walter Kerr, 219 West 46th St, 239 6200).

• Four Dogs and a Bone: John Patrick Shanley's satiric comedy about movie-making and power plays in Hollywood (Lucille Lortel, 121 Christopher St, 924 8782).

• Laughter on the 23rd Floor: Neil Simon's 27th Broadway play, about a group of writers trying to come up with a new show, is one

of his finest comic efforts (Richard Rodgers, 226 West 46th St, 307 4100).

• The Sisters Rosensweig: Wendy Wasserstein's most successful play to date is a comedy with serious undertones about the reunion in London of three American Jewish sisters (Etel Barrymore, 243 West 47th St, 239 6200).

• The Rise and Fall of Little Voice: Hynden Walch portrays a painfully shy woman with a remarkable singing voice in this play by Jim Cartwright. A Steppenwolf Theatre Company production from Chicago (Neil Simon, 250 West 52nd St, 307 4100).

• She Loves Me: the 1963 Bock, Harnick and Maltzoff musical is a delicate, unabashedly simple story with all the humanity, integrity and charm that Broadway's mega-musicals lack (Brooks Atkinson, 256 West 47th St, 307 4100).

DANCE/CONCERTS
Metropolitan Opera American Ballet Theatre's Spring season runs daily except Sun till June 4. This week's repertory includes Kenneth MacMillan's *Manon* and Kevin McKinnon's full-length version of *Nutcracker* (362 6000).

State Theater New York City Ballet's Spring season runs daily except Mon till June 26, with choreographies by Balanchine, Robbins, Martins and Tanner.

Michael Baryshnikov will perform Jerome Robbins' *A Suite of Dances* (Bach) on May 27 and 29. The Diamond Project, a biennial event dedicated to new neoclassical ballets, runs from May 18 to June 18, featuring the work of Ulysses Dove, Richard Tanner, Robert La

Fosse and nine other choreographers (670 5570). Avery Fisher Hall Tomorrow: Kurt Masur conducts New York Philharmonic Orchestra in a all-Beethoven programme, with piano soloist Emanuel Ax. Wed: Kiri te Kanawa is soloist with Orchestra at St. Luke's. Thurs, Fri morning, Sat, next

Market v state in education



MICHAEL PROWSE
on
AMERICA

American parents are voting with their children's feet. Despairing at the quality of public (government-run) schools and either unable or unwilling to pay for private tuition, many now prefer to teach their children at home. Nearly 500,000 children - 1 per cent of the school-age population - are taught at the kitchen table compared with only about 15,000 in the early 1980s.

The "home-schooling" fad in the US is an extreme example of a global trend: parents in most industrial countries are demanding a greater say in how their children are educated. In the past only a minority of wealthy parents actively sought the best schools (often private) for their children. Most families were passive consumers of education, allowing local educational authorities or school districts to assign their children to a school, usually the nearest. On matters of curriculum, teaching methods, discipline and so forth, parents typically deferred to the superior wisdom of educational "experts".

This age of educational defiance is now passing, as *Schools: A Matter of Choice*, a report by Mr Donald Hirsch of the Paris-based Organisation for Economic Development and Co-operation makes abundantly clear. He examines six countries - the US, England, Sweden, the Netherlands, Australia and New Zealand - and finds that, to different degrees, all are experimenting with policies to expand parental choice, enhance the range of educational options and devolve power to school principals.

Some countries - such as Sweden - have increased choice by offering substantial subsidies (85 per cent of the cost of education in the public system) to parents who select private schools. Others, such as England, have opted to expand choice within the public sector by allowing open enrolment and through financial rules allowing money to follow pupils. In the US, school districts have widened parents' options by supply-side measures: the deliberate creation of "magnet" schools - schools that offer specialised education by concentrating on, say, sci-

ence or the performing arts. Teachers will find much to admire in Mr Hirsch's report, which exploits the OECD's unique ability to make cross-country comparisons. He illustrates the global pressure for greater choice with 16 "case studies" that describe reforms on the ground in cities as diverse as Haarlem in the Netherlands, Whangarei in New Zealand and Milwaukee in the US. And he seasons the factual analysis with a thoughtful commentary on the theory behind greater competition in education.

To my mind, however, the tone of the report is disturbingly collectivist. He argues that parental choice may not lead to greater educational pluralism because schools "may compete to deliver the same thing". He claims that research cannot demonstrate that choice raises educational quality because the effects of other relevant differences between schools cannot be separated out (on this criterion no economic research would reach a conclusion). And he gives credence to "educationalists' self-serving claims that parental choice can inhibit their ability to set priorities. In typically wishy-washy OECD style, he concludes it is beyond the report's scope to decide "whether greater choice of school is a good or a bad thing".

Well, this reader can decide. Greater choice of school is indisputably a good thing. To bring home the absurdity of the traditional restrictions, imagine that the same policies were adopted for other educational media such as books.

I do not claim there is an exact analogy between books and schools as educational vehicles, but it is close enough to demolish arguments against greater choice in education.

Lloyd's of London is going through what its iconoclastic deputy chairman, Mr Robert Hiscox, refers to as its annual "mid-year wobble".

For the fourth spring in succession the insurance market's future has been brought into question by the prospect of another devastating loss for hard-pressed Names. The individuals whose personal assets have traditionally supported the market. The forecast £2.5m loss for 1991, which Lloyd's will report tomorrow in line with its system of reporting three years in arrears, would bring the cumulative loss since 1988 to more than £30m.

The 1991 loss is substantially greater than predicted by Lloyd's last year and is the latest in a number of blows to hit the market in the past six months which together make Mr Hiscox's "wobble" sound like an understatement.

● In February, Names seeking compensation for losses of some £3m rejected an out-of-court settlement worth £200m which had been negotiated under Lloyd's auspices. Their decision set the scene for a succession of court cases. The first and biggest of the current round is being fought by 3,095 Names belonging to Gooda Walker syndicates, one of the worst performing business at Lloyd's in the late 1980s.

● Two separate reports have suggested that Lloyd's exposure to multi-billion-dollar asbestos and pollution claims in the US will far exceed the insurance market's reserves. The latest report, published last month by US lawyer Mr Randolph Fields, indicated the market faced a shortfall of at least £1bn, although the cost would be spread over many years. It also suggested that plans to form a reinsurance company into which Lloyd's company to transfer most of these historic liabilities would be frustrated by difficulties in finding sufficient capital for its launch.

● Critics have recently claimed that the 1991 loss may impair Lloyd's ability to pass the "solvency" test set by the Department of Trade and Industry each August in which the assets of Names will be settled at less than their full face value, so avoiding legal costs for both sides. Negotiations may reduce some pay-outs to as little as five cents in the dollar - particularly if policyholders decide Lloyd's difficulties mean that is the best they can realistically expect.

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Uncle Sam, salesman

A salesman who won two separate orders totalling \$10bn from the same customer in three months would normally deserve congratulations and a hefty bonus. But when the salesman is the US government acting on behalf of private companies and the customer a foreign sovereign state, it becomes instead a subject of serious global concern. Such tactics jeopardise the stability of the multilateral trading system and threaten the economic and political interests of the US, as well as of other countries.

That, unfortunately, is not the view in Washington. Rather, the Clinton administration is hailing its role in clinching the sales of Boeing aircraft and AT&T telecommunications equipment to Saudi Arabia this year as the first fruits of an aggressive government-backed export drive. Indeed, this early success, which builds upon the use of such tactics in the sale of military hardware, is being seized upon as vindication for a broader policy of government support for industry. This includes sharply increased subsidies for commercial research and development.

Inevitably, other bidders for Saudi contracts have cried foul. The US response has not been convincing. If, as it insists, political arm-twisting did not secure the AT&T deal, why did Mr Ron Brown, the US Commerce secretary, need to intervene in the negotiations? Given that Saudi Arabia is a US client state which depends heavily on an American defence umbrella, Washington's protestations look thin.

Official meddling

It is illegal for the administration to fall back on the assertion that it is only doing what other countries have long done. The argument is inconsistent with the long-running US complaint that official meddling prevents free competition on Japanese markets. Exactly the same charge can be levelled at the way the recent Saudi contracts were awarded.

Washington is on firmer ground in pointing out that many European governments, notably France and Britain, have long peddled high-level political influence to secure orders for national exporters, while Japan has achieved the same goal in developing countries

through tied-aid policies. Nonetheless, the fact that the US is in some respects a recent sinner does not mean it is a justified one. Though government entrepreneurship may bring short-term gains, it is bad for everyone in the longer term. Customers get a poor deal, because their choice is not based on the quality and price of what they buy. Exporters are damaged by being encouraged to carry favour with bureaucrats, rather than meet customers' needs.

Unhealthy collusion

Governments suffer, both because excessively enthusiastic championing of exports can breed unhealthy collusion with private companies, and because their own integrity and judgement can be compromised. Witness the British government's recent embarrassment over the Malaysian Pergam affair. Furthermore, the practice unfairly penalises companies from countries whose governments have limited resources and international clout.

In reality, aggressive export promotion is the inverse of trade protection. It similarly distorts markets, impairs efficiency and invites a spiral of beggar-my-neighbour escalation. Some European Union governments may, indeed, urge a competitive response to the US. That temptation needs to be resisted.

Instead, the EU should seek

talks with the US and Japan aimed at reversing the proliferation of government-sponsored export drives. One aim should be to strengthen the controls on subsidised export credits negotiated in the Organisation for Economic Co-operation and Development and to provide for stiff sanctions against offenders, preferably by bringing the whole area under the new World Trade Organisation.

In addition, tougher international rules are needed to prohibit tied aid and limit covert political intervention in export contracts. That latter goal may prove difficult to achieve. But it can be facilitated by encouraging the privatisation of purchasing entities.

Clinton administration officials say they would be prepared to scale down, or even eliminate, their export promotion efforts if other governments did the same. The EU should put those professed good intentions to the test.

Competition and competitiveness

Government exhortations to British companies to raise the level of their performance in world markets are welcome, as are intelligent government actions to facilitate the private sector's efforts. No doubt Mr Michael Heseltine's white paper on competitiveness, delayed as a mark of respect to the late Mr John Smith, will be a virtuous performance in this regard. However, it will not obscure an undesirable by-product of the campaign - namely, a relaxation in competition policy.

One symptom is the increasingly laissez faire approach to the investigation of anti-competitive practices by the Monopolies and Mergers Commission. The MMC has found no threat to the public interest in reports on the supply of motor cars, perfumes and ice-cream. In each case, there had been alleged abuses of power by dominant suppliers, with new entrants complaining of barriers to entry. Yet the MMC has appeared unwilling to challenge such anti-competitive practices. For example, the MMC rejected a complaint from Mars, a recent entrant to the ice-cream market, about exclusive freezer cabinets. The MMC was unconvinced, even though Mars has nearly two-thirds of the market.

According to a report in today's FT, decisions such as these have alarmed the Office of Fair Trading. Under Sir Bryan Carsberg, the former telecoms regulator, the OFT has taken a strongly consumerist approach to competition issues. Sir Bryan gives the impression of believing that anti-competitive practices should be removed unless it can be shown that they benefit the consumer. He wishes to attack vertical barriers to competition such as agreements that tie retailers to manufacturers.

Consumer interests

In contrast, the chairman of the MMC is Mr Graeme Odgers, a former businessman. He points out that there is no shortage of competition within the industries that have been investigated. His view is that it needs to be shown that anti-competitive practices damage the consumer before the MMC intervenes in an industry. He says that companies that have achieved competitive advantage should be allowed to profit from

Further intervention

This year has seen a further intervention by Mr Heseltine over the Arran bus case. The OFT was investigating claims that a company with a fleet of two buses was attempting to drive a much larger competitor off the island of Arran by running services at a loss. Mr Heseltine instructed Sir Bryan to call off the enquiry as the size of the case did not justify the costs and burden. Whether this was true is debatable with the market worth almost £300,000 a year, the investigation could have been cost-effective. In any case, most bus competition cases involve small local markets where established operators attempt to drive off new entrants often by predatory pricing. This decision appeared to legitimise such practices.

Many businesses would welcome a relaxation in competition policy because it confers freedom to profit richly if not fairly in the UK market, enabling a company to take bigger risks overseas. But the idea that the UK can build strong international businesses by protecting them in the home market is a chimera. Companies that have grown flabby in the UK because they have not felt threatened by competitors breathing down their necks are unlikely to succeed in the more demanding world of global markets.

In the past three months the west's view of Russian reform has undergone a significant evolution.

From the panicky statements about a "reactionary turn in the economy" to the forecasts of a burst of hyperinflation which prevailed in January, the world's media has begun to offer a more considered and objective view. And though at the beginning of the year some ultra-radicals, including some of our own in Russia, called on the west not to give a cent to the "red directors" who had taken control of the Russian government, the International Monetary Fund still took the symbolic decision to assign to Moscow the second tranche of a \$3bn loan in exchange for commitments to market reform.

What happened in these first 10-12 weeks of this year to justify the IMF's decision? There was no great turnover of ministers in the Russian government. The economic reform programme, adopted in August 1993, did not change. Most significantly, events themselves have refuted the unscrupulous allegation that our course would change, an allegation that proceeded simply from the political ambitions of those who made it.

The continuation of reform, financial stabilisation and structural change remain the core of Russia's economic policy. The economic evidence of the first three months of this year attest to that. Between February and April, the monthly rate of inflation fell to 10 per cent. We do not expect the picture to change in May. In the planned 1994 budget, the deficit is pegged at 9 per cent of gross domestic product. By observing these parameters, we will see inflation lowered to a monthly rate of 7-8 per cent by the end of the year.

To achieve this goal we must adopt the most resolute measures aimed at limiting the budget deficit and the emission of credits. In particular, we took a difficult decision to increase state revenues by changing a range of previously-fixed taxes, customs and excise duties. And we did that against the backdrop of a 25 per cent fall in production in the first quarter of this year compared to the corresponding period in 1993. At the same time we continued to carry out a tight monetary policy to which the central bank interest rate - significantly higher than the inflation rate in the past few months - bears witness.

It is vitally important that every member of the Russian government fully understands that a strong rouble is the indispensable condition for the revival of the Russian economy, and the Russian state as a whole. Naturally, as elsewhere in the world, ministers will lobby for more resources. However as every member of the Russian government knows, the important thing is not the amount of money they receive; rather it is that the money they get should have a real and lasting worth. It is counter-productive to have a currency which in one month alone loses about a quarter of its value. Such has been the fate of the rouble.

Our common task is thus clear: to ensure that Russian citizens should know that everything their government does is directed towards protecting the purchasing power of the rouble, so that with these rubles Russian citizens will be welcomed anywhere in the world.

The question naturally arises as to why we do not introduce an even tougher financial policy and limit even more tightly budgetary expenditure so as to bring down inflation more rapidly. We are told by critics that in other countries, in eastern Europe and the Balkans for instance, the authorities have managed to achieve financial stabilisation more quickly. And when we insist, in defence, that Russia is fundamentally different from these countries, our critics retort that all countries are different but that economic laws work in the same way everywhere.

Posing the question in this way reveals an inadequate understanding of the specific of the Russian situation. In a small state the government can follow what happens in every large enterprise and, where needed, take urgent action. In Russia, however, the geography of the country significantly reduces such a possibility.

Snub or oversight?

China has put a further stamp on its impending takeover of the colony, by starting to issue its own bank notes with pretty pictures of Hong Kong. However, the new notes have a glaring defect.

The Bank of China's view of Hong Kong does not include a single property belonging to Jardine Matheson. It's a bit like publishing a picture of Blackpool without its tower, given that Jardine properties dominate the Hong Kong skyline.

Li Ka-shing, a friend of China, gets a plug through his IHT Terminal building and Swire, which works with China's CITIC, has fared well. But despite the fact that the Bank of China HQ is next to a raft of Jardine buildings, the pictures ignore them.

Jardine is not one of China's favourites. It is shifting its domicile to Bermuda before the Chinese arrive, and is a big fan of Governor Chris Patten. Do the new bank notes carry a first hint of revenge?

Sour note

The Bank of China is not alone in upsetting people with its bank notes. The Bank of England has

No exits on the road to market

Despite setbacks, Russia will not abandon its commitment to economic reform, writes Victor Chernomyrdin



Victor Chernomyrdin: Russia has only one path to tread - that of reform, and it will not depart from it

Reuter

If a disaster strikes a small country and its economy grinds to a halt, the world community will come to its aid. Even Russia, in spite of its worsening economic crisis, continues to help its neighbours by trying to overcome their poverty.

It is vital that every member of the Russian government fully understands that a strong rouble is the indispensable condition for the revival of the Russian economy, and the Russian state as a whole. Naturally, as elsewhere in the world, ministers will lobby for more resources. However as every member of the Russian government knows, the important thing is not the amount of money they receive; rather it is that the money they get should have a real and lasting worth. It is counter-productive to have a currency which in one month alone loses about a quarter of its value. Such has been the fate of the rouble.

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in that sphere, have become a symbol of our new openness in economic matters. We believe that the agreement with the IMF will lay a good foundation for our talks with the Paris and London clubs of sovereign and commercial creditors on the restructuring of Russia's foreign debt which we inherited from the Soviet Union. Successful co-operation with our creditors should also assist our efforts to achieve financial stabilisation.

The further integration of Russia into the world economy fully accords with our interests. We have left behind the former artificial exchange rate of the rouble, the state monopoly of internal trade and other former obstacles and limitations. We welcome foreign investment in the Russian economy and very much count on attracting further foreign investment - even though we understand that much will depend on the success of our economic reforms and the improvement of the legal and tax regimes for foreign investors.

At the same time we will continue to insist on the establishment of equal trading relations, on the ending of the discrimination against Russian exports. In that regard, we are determined to push through Russia's application to join the General Agreement on Trade and Tariffs. In the near future Russia will take its proper place in the system of world trade and it will benefit both Russia and its trading partners.

I know that much of this appears over-optimistic. Indeed the country has still to emerge from its deep economic crisis. At the same time, we see the first signs that our efforts are bearing fruit. The privatisation of small businesses - shops, restaurants, workshops - is almost complete. As a result, the look of Russian cities is changing: in place of the deserted and sombre queues to which we were accustomed we see smart advertising hoardings and attractive, lively goods. We count on the privatisation of the larger companies to produce the same positive effect.

The first stage of privatisation, based on the use of vouchers issued free to every citizen, will soon be complete. From July 1 the remaining shares in state banks will be sold not for vouchers but for money. This new approach should replenish the state budget and also strengthen the financial position of the enterprises themselves.

The strengthening of political stability is also an enormously important condition for successfully addressing the economic crisis. Last year, a new constitution was endorsed by the people in a popular referendum, marking the end of the long-drawn out and weary confrontation between the executive and legislative powers. The other important step in the development of the democratic process was the holding of parliamentary elections, also in December.

There are differing views on the results of the December parliamentary elections. Yet the first 100 days of the federal assembly's work shows that the new parliament is a great improvement on the old Supreme Soviet. We count on close co-operation between the government and the parliament as a necessary condition for the creation of a legal base for the new economic environment. Political stability has been further strengthened by the achievement of a civil accord of national reconciliation, a process led by President Boris Yeltsin and now endorsed by a broad range of Russian political parties, enterprises and associations.

In today's Russia we are seeing a new beginning: a time for those who know how, and have the ability, to do business. We are now living through the trough of the economic crisis. In the next few months we can make a break from the basic negative tendencies which have held back our development in the past two or three years.

I am certain that we will make a break. Russia has only one path to tread - that of reform, and it will not depart from it.

The author is prime minister of the Russian federation

OBSERVER



I think I'm a mad cow

in itself a pretty fair recommendation for the world's most famous judicial body.

One last puff

Remember Timothy Leary, the acid-popping Harvard professor of the "turn on, turn on, drop out" slogan? Well, the man whose promotion of the use of LSD in the 1960s made him an idol of US college campuses, has been breaking the law again.

He was recently booked by the police at Austin airport, Texas, for smoking a cigarette in a no-smoking zone. The times, they are a-changin'...

Green light

The new South Africa can be a dangerous place. But first-time visitor Warren Edwards, boss of Delphi Risk Management, was quite unversed by the response to his query about the best way from the centre of Johannesburg to suburban Rosebank.

"Turn right; straight through the first roadblock; right at the next roadblock; right at the third exit - go straight through the next three roadblocks and you're there," said the helpful receptionist.

Edwards was seriously thinking of aborting his mission until it was pointed out that the receptionist was talking about robots - South African for traffic lights.

Too hot to handle

Alarm bells are sounding at The Independent as the move to Mirror Group Newspapers' Canary Wharf Tower approaches. Tucked away in a job description questionnaire being circulated to Indy staff is a query about whether the person filling in the form is sitting

YOUNG WORKING TOWN SEEKS LIVELY INTELLIGENT COMPANY.

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FINANCIAL TIMES
COMPANIES & MARKETS

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Monday May 16 1994

Profits revealed at JC Bamford

By Andrew Baxter in London

JC Bamford, one of the UK's largest privately owned manufacturing companies, more than trebled pre-tax profits last year and is considering building a new factory at Cheadle, Staffordshire, to cope with rising demand.

The company, Britain's biggest producer of construction equipment, will tell its 2,700 employees this week that pre-tax profits surged from £8.5m (£12.11m) in 1992 to £26.6m last year, as sales rose from £29.5m to £39.4m.

JCB, founded by Mr Joe Bamford in 1945, has traditionally said little about its overall financial performance. But his son Sir Anthony Bamford, chairman, has revealed for the first time details of the company's recent profits record.

The figures show that JCB's pre-tax profits dipped to a low point of £8.3m in 1992. But it is one of the few construction equipment producers in the world to have come through the recent recession without making an annual loss.

Sir Anthony said all the company's divisions were profitable last year, except its wheeled-loader business, which had just launched long-awaited new products, and its three-year-old excavator joint venture with Japan's Sumitomo Construction Machinery.

The joint venture, JCB-SCM, shares a factory in Uttoxeter with the JCB Special Products company, which makes small machines. Sir Anthony said the factory was "bursting at the seams," partly because the strong yen had increased the need for local content in the venture's Japanese-inspired products.

JCB's intention was to move Special Products to the 91-acre site of a former open-cast coal mine at Cheadle, which the company bought two years ago. The move, said Sir Anthony, would be "positive" for employment, but JCB has yet to make a final decision.

The company had added 400 jobs this year, and produced 4,000 machines in the first quarter, up 68 per cent from a year earlier. Sir Anthony said profits this year should rise further to £30m-£40m.

Analyse, Page 16

Hanson increases investment pay-back time

By Roland Rudd in London

Hanson, the Anglo-US conglomerate, has lengthened its pay-back period for new investments by up to two years, in a move to take advantage of low interest rates and inflation.

Mr Derek Bonham, Hanson's chief executive, confirmed that the company had lowered its pay-back criteria for capital investments. They will be authorised if they pay for themselves within five or six years instead of the previous target of three to four.

The move comes as other companies are considering lowering investment thresholds, and targets for return on capital, in response to falls in interest rates. But other big industrial groups have not yet lowered their pay-back levels.

Hanson's change of strategy is partly based on the company's outlook for interest rates and inflation, which Mr Bonham expects to remain under control. But Hanson is also keen to allay fears of short-termism often levelled at conglomerates.

In a report on UK competitiveness, the Commons Trade and Industry Select Committee warned of an alarmingly low level of labour productivity and "remaining deep-rooted problems" in investment.

Hanson believes the falling cost of capital will enable it to take the longer-term view on capital investment that has been urged by the Bank of England and the Confederation of British Industry.

While analysts welcomed Hanson's change of policy, some voiced fears

that the company may be making an admission that short pay-backs are no longer feasible.

BTR, the industrial conglomerate, has generally had a pay-back period of less than four years, although it told analysts this was not feasible during a recession.

The General Electric Company, which told the trade and industry committee that institutions were pre-occupied with short-term economic performance, said its real target rate remained unchanged at 20 per cent.

Mr Alan Spall, finance director at Imperial Chemical Industries, believed inflation to be only one element in the equation. "The fact that inflation has come down doesn't at all mean that our hurdle rates have come down as well," he said recently.

Hanson is expected to confirm tomorrow, when it publishes its results, that the US still offers the best acquisition opportunities, although it would like to make a big takeover in the UK.

Lex, Page 14

Raymond Snoddy on why PolyGram may be laughing all the way to the bank

Four ambitions and a European film studio

For a few hours on Wednesday evening London's Leicester Square could have passed for Los Angeles or New York on a big movie night. There were the slow procession of stretched limousines, the hundreds of fans behind barriers, and the stars bathed momentarily in flashes of light for the UK premiere of *Four Weddings and a Funeral*.

An audience which has been longing for the revival of the British film industry was there to salute the success of a movie minor, a \$5m romantic comedy shot in 35 days in Britain with the help of Channel Four finance. It has become the first British film for six years to take the number one spot at the US box office.

With equally good results coming in from France and Australia, the film - produced by Working Title, a subsidiary of PolyGram Filmed Entertainment - is beginning to look like a worldwide hit.

Yet as Michael Kuhn, the London lawyer president of PolyGram Filmed Entertainment, prepared for the premiere he was not donning the Union Jack or planning to claim another rebirth of the British film industry.

That sort of thinking Mr Kuhn denounces as "total crap". For good measure he says those who seek subsidies for British films "drive me nuts". *"Four Weddings*" is a major movie success and what's British got to do with it?" says 43-year-old Mr Kuhn, whose business is part of the PolyGram group, controlled by Philips of the Netherlands.

"This has been funded by the profits of 32 record companies around the world. That's what paid for this movie and its marketing. It's nothing to do with British. It's the entertainment

business and it's ludicrous to keep talking about the British industry in this way," he adds.

Mr Kuhn has set himself the uniquely difficult task of building a European-based "studio" - on a Hollywood scale but without walls. The studio simply exists as a collection of independent production companies either owned or controlled by PolyGram. Over the past three years with hardly any fuss PolyGram has got on with making films - 28 so far with eight more in various stages of production.

No less than \$8m out of a total marketing budget of \$15m for the film - PolyGram's first unambiguous success - was spent in Los Angeles and New York on an intensive advertising campaign for the launch at five cinemas.

Average revenues were \$27,000 per screen on the first weekend - the sort of figures that could be used to persuade exhibitors to show the quirky sort of film that rarely makes it to mid-West cinemas.

But make it if did, and by the time of the London premiere *Four Weddings* had taken \$3m at the box office. Mr Kuhn believes \$80m gross could be earned from North America and a similar amount from the rest of the world.

That is only a small proportion of the film's financial potential. The typical film earns about a fifth of its revenues at the cinema box office, video 50 per cent, television 20 per cent and other areas of exploitation 10 per cent.

"We need just one more film not dissimilar to *Four Weddings* and then on a project basis - forget the overheads - these two would have recouped the losses on all the movies we have made to date," he says.

Others have done reasonably well - *Backhead*, the PolyGram film about the

man who walked away from the Beatles

will certainly get its money back. And with others the risk is minimised. The actual cost of the film is covered by selling rights in advance and usually only the marketing costs are at risk.

But film history suggests that when Europeans try to challenge Hollywood the moment of success is the moment of maximum danger. *Revolution* was the expensive flop that did for Goldcrest in the wake of its association with successes such as *Charlton Heston's Raise*

the *Titanic* scuppered Lord Lew Grade's film ambitions. "It would have been cheaper to lower the Atlantic," Grade cracked at the time.

Mr Kuhn says he has taken a step-by-step approach in putting in place the building blocks of a studio, without property but combining the essential components of production and distribution. "By 1996 or 1997 if God is in his heaven and smiling on us we will be

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man. Not only are the deficits a significant economic problem: they could create strains between anti-deficit hardliners and others. Page 20

Markets this week

Starting on page 20

MARTIN DICKSON:
GLOBAL INVESTOR

Global markets will take their lead this week from the US, where the Federal Reserve seems certain to put up short-term interest rates. Page 20

PETER NORMAN:
ECONOMICS NOTEBOOK

European Union officials are giving thought to fiscal deficits in anticipation of economic and monetary union. Not only are the deficits a significant economic problem: they could create strains between anti-deficit hardliners and others. Page 20

Bonds:
German government bond yields have failed to respond substantially to last week's generous German interest rate cuts. Page 23

Equities:
Stock market analysts sound increasingly frustrated as they watch the Footsie 100 bounce on the 3,100 fence, unable to dislodge itself from the bond markets but unwilling to give any further ground. Page 23

Emerging markets:
Foreign investors are re-evaluating the creditworthiness of the private sector after a poor first-quarter performance by large Mexican companies. Page 21

Currencies:
An expected tightening of policy from the US Federal Reserve this week should help the dollar. Page 21

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Michael Kuhn: "By 1996 or 1997 we will be the only European-based studio"

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COMPANIES AND FINANCE

Ward issues \$85m writ against Guinness

By Christopher Price

Guinness said yesterday it would vigorously defend an \$85m (\$58m) writ issued by Mr Thomas Ward, a US attorney, and a Guinness director at the time of the takeover of Distillers in 1986.

Mr Ward, who sided with Mr Ernest Saunders, the then Guinness chief executive, during the successful \$2.7bn bid battle, is suing Guinness and four executives connected with the takeover for damages on a variety of charges. These include loss of earnings for Mr Ward's law practice, libel and slander.

Enjoined with Guinness is Mr Sham Dowling, a former director. The writ is also thought to cite Sir Thomas Risk, the former governor of

the Bank of Scotland, and Lord MacFarlane of Beaufort, who succeeded Mr Saunders as chairman of Guinness and is currently non-executive chairman of United Distillers. The fourth is also believed to be a former Guinness director.

The suit, filed in a Los Angeles court, follows Mr Ward's acquittal last year at the Old Bailey on charges of stealing £2.4m from Guinness. The drinks group said it was an unauthorised payment by Mr Saunders, but Mr Ward maintained it was a legitimate "success fee" for his services in winning the Distillers bid.

Although Mr Ward repaid £1.3m of the fee prior to his trial, Guinness is currently pursuing Mr Ward for the return of the remainder plus interest, totalling \$9m.

Floating on the crest of a wave

By Peggy Hollinger

Companies have tapped the stock market for a record £5.2bn in the first four months of 1994, more than was raised in the whole of last year.

Major issues so far this year include the £464m flotation of Beazer Homes and House of Fraser's £433m market debut.

A report by accountants KPMG Peat Marwick shows companies seeking full listings

raised £5.17bn in 1993 and just £2.3bn in 1992.

Mr Neil Austin, KPMG's head of new issues, said the number of floatations had begun to pick up in the last quarter of 1993.

"Economic recovery and solid levels of business confidence have allowed more companies to come through," he said.

A total of 84 companies were floated in the first four months, against 169 for the

whole of last year and 79 in the last three months of 1993.

Mr Austin said that, while there were a substantial number of companies waiting to float, he did not expect the value of funds raised to equal the first four months.

"I think we have seen the peak," he said.

The largest issue currently being expected by the market is the flotation of the venture capital group, 3i.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Holzbergs (Switzerland)	Cedest (France)	Cement	£304m	Doubling French presence
BSN (France)	San Miguel (Spain)	Brewing	£223m	Plans to buy eventual 100%
Parker & Parfley (US)	Bridge Oil (Australia)	Oil & gas	£141m	Board rejects hostile bid
Noelé (Switzerland)	Dreyer's Grand Ice Cream (US)	Food	£71m	Initial 22% stake
NatWest Bank (UK)/Wheeler (HQ)	Wheeler NatWest (UK)	Stockbroking	£57m	NatWest re-enters HK broking
General Motors (US)/Hindustan Motors (India)	JV	Auto manufacture	£67m	India attracting foreign funds
RJR Nabisco (US)	RJR Alimentacion (Spain)	Food	£42m	Buying out Tabacalera
Jarvis Portor (UK)	Units of Nederlandse Gravitec	Print & packaging	£17.4m	Strategic triple purchase
Smith & Nephew (UK)/Advanced TissueSciences (US)	JV	BioTechnology	£13m	Living tissue venture
EuroMoney Publications (UK)	Adhesion et Associes (France)	Business	£2.9m	Initial 49% stake

Goldman Sachs takes main stake in cable consortium

By Raymond Snoddy

Mr Ward's action does not include punitive or exemplary damages, which would be decided by jury if the case against Guinness was proven.

Guinness said that a separate action, being brought against

Guinness by Mr Ward's legal partners, would also be strongly defended.

The company said: "We have instructed our lawyers in California to take steps to have these actions dismissed."

The company has been granted a 30-day extension before it responds to the claim. It is thought that Guinness will act in conjunction with the four-named executives.

The US group has taken

the largest financial stake

in a consortium that has

acquired control of Diamond

Cable, which owns seven

franchises covering more

than 530,000 homes in the east

Midlands.

Goldman Sachs has been interested

in UK cable for some time and

is one of the financial houses

involved in the flotation of

Telewest, the largest cable

operator in the UK. But this is

its first direct stake in the

industry.

Values of £200 or more are

now being quoted for each

home in a cable franchise area

the Diamond deal could easily

be worth more than £100m

overall, although no price has

been disclosed. It could cost a

further £200m to complete the

franchise.

Goldman Sachs is in part-

nship with two US cable

investors, Mr Bob Goad and

Mr Ralph Booth, through their

company European Cable Capital

Partners.

The group of franchises

came on the market because of

the death of their founder, Mr

Alan McDonald, whose family

will retain a 20 per cent inter-

est.

The effects of the downturn

are shown in the sharp reduc-

tion of units sold, to 10,612 in

1991, and in the low point for

turnover of £312.3m the same

year - when UK sales were lib-

erally £100m.

The sale of Diamond was

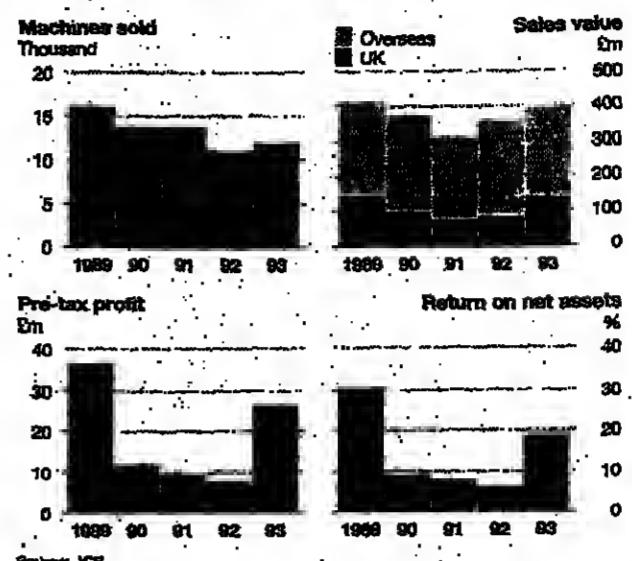
handled by the NatWest

Bank.

JCB firing on all cylinders

How Bamford faced up to the recession. Andrew Baxter reports

JCB: recovering from recession



Sir Anthony: looking for £20m to £40m in the current year

through looking hard at its overheads and distribution costs and by obtaining better prices for its products.

There has also been a significant turnaround from a modest cash outflow in 1990 to a very positive cash inflow of £22m last year, due to better control of working capital. Machine stocks held by overseas subsidiaries were reduced by £12m last year, says Mr Tim Leadringham, chief executive.

Last year's recovery was due partly to a big upturn in UK sales, now virtually the same as in 1993, while a strong surge in US sales helped trim the overall downturn overseas.

The figures revealed by JCB reflect a creditable performance coming through the recession without dropping into the red, but also suggest there is plenty of room for improvement.

The effects of the downturn are shown in the sharp reduction of units sold, to 10,612 in 1991, and in the low point for turnover of £312.3m the same year - when UK sales were lib-

erally £100m.

The immediate challenge for JCB is to stem losses at its wheeled loader division and at JCB-SCM, its excavator joint venture with Japan's Sumitomo Construction Machinery.

The venture had been expected to get into the black this year, but the downturn in the European excavator market and the strength of the yen have put it about two years behind schedule.

The wheeled loader division, meanwhile, has long been in need of a main product development programme, which has just culminated in the launch of new products. Sir Anthony says he is not sure when it will return to profit.

A further rise in group profits this year would still put

JCB short of its record £24m in 1988, when the construction equipment industry was at the peak of an artificially high boom.

However, Sir Anthony believes sales will hit a record £455m this year, up 15 per cent on 1993, and JCB looks on course to achieve that.

IN BRIEF

PENTOS: the recent rights issue of 191.88m shares has been taken up as 83 per cent of the offer.

CASKET has settled its litigation, begun in 1989, with certain former directors of Kingsley & Foresier Group. Costs of £250,000 will be charged to the accounts for the period ending March 31.

PKI has, through its Acco Systems offshoot, won four contracts worth £15.5m (£10.5m) from General Motors for the supply of material handling equipment and systems.

De La Rue's finance director, said the company was "very concerned about the speculation".

The board is expected this morning to consider making an announcement if De La Rue's shares suffer as a result of the market rumours. On Friday, De La Rue closed 7p down at 57p.

Portals, which has a market value of about £500m, is expected to make a further announcement on the takeover talks within the next couple of weeks.

Notice of Partial Early Redemption

CREDIT D'EQUIPEMENT DES PETITES ET MOYENNES ENTREPRISES UP TO U.S. \$200,000,000

Guaranteed Floating Rate Notes due 1996. of which U.S. \$100,000,000 is the initial Tranche. Principal Repayment in U.S. Dollars or Pounds Sterling at the option of the Holder.

NOTICE IS HEREBY GIVEN that in accordance with the Terms and Conditions of the Notes for the Interest Payment Date falling in July 1994, Credit d'Equipment will at the election of the holder of any Note, (i) redeem \$2,000 of each \$10,000 initial principal amount of any Note in U.S. dollars or, at the holder's option in pounds sterling at the fixed exchange rate of \$1.3770 for £1.00 in lieu of any of the U.S. dollar payments of principal due to the holder or (ii) deliver to the holder of such Note a substitute certificate reflecting Credit d'Equipment's obligation to pay on the Interest Payment Date falling in July 1996, the sum of \$2,000 for each such \$10,000 initial principal amount, bearing interest at the rate provided for the Notes and on the same terms and conditions as applicable to the Notes, except that such Certificate (a) shall not provide for partial early redemption at the holder's election, (b) shall not provide payment in pounds sterling at the holder's option and (c) shall be in the denomination of \$2,000 in bearer form with appropriate coupons attached and in the denomination of \$2,000 or any integral multiple thereof in registered form without coupons.

To exercise the election the holder must present such Note with the form of election duly completed by the holder or his agent, to the Fiscal Agent or any paying agency not less than three business days nor more than 30 days prior to such Interest Payment Date.

Any holder who fails to make the election in accordance with (i) or (ii) of the Terms and Conditions as to the Interest Payment Date during the relevant time period specified shall have elected redemption pursuant to Clause (i) in U.S. dollars. Each such election is irrevocable.

Bankers Trust Company, London
16th May, 1994

Agent Bank

Standard Chartered

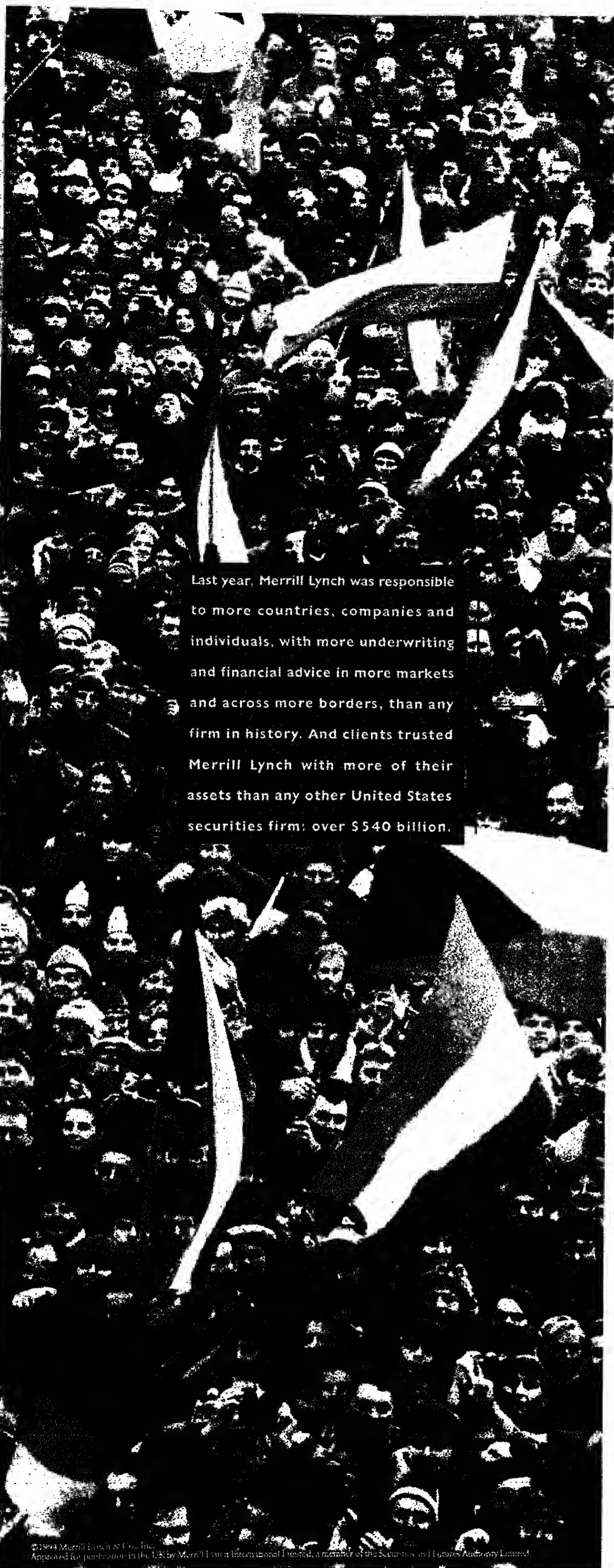
Standard Chartered PLC Incorporating with Limited Liability in London

US\$400,000,000 Undated Primary Capital Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 16th May 1994 to 16th June 1994 the Notes will carry interest at the rate of 5.4375 per cent per annum.

Interest accrued to 16th June 1994 and payable on 12th July 1994 will amount to US\$46.82 per US\$10,000 Note and US\$468.20 per US\$100,000 Note.

West Merchant Bank Limited



Last year, Merrill Lynch was responsible to more countries, companies and individuals, with more underwriting and financial advice in more markets and across more borders, than any firm in history. And clients trusted Merrill Lynch with more of their assets than any other United States securities firm: over \$540 billion.

THE DIFFERENCE BETWEEN BEING BULLISH ON AMERICA AND BULLISH ON THE WORLD

Slowly and cautiously, the economies of our world are coming together. Command economies have gradually toppled and free markets are flourishing. Today, trading alliances are being formed that promise to become stronger than the nations that comprise them.

But as the world grows closer, it also grows more complex. So, too, has Merrill Lynch evolved. We have people and capabilities in place throughout the world, and our reach is unmatched. But we have learned that competing in the global marketplace requires more than global resources - it requires global resourcefulness: intelligence, creativity, agility and understanding.

Everywhere we serve the world, Merrill Lynch acts as a catalyst to bring people together with opportunities. Merrill Lynch can help clients harness the power of global interdependence. So an investor in Asia can profit from the efforts of business people in Argentina and vice versa.

Wherever we are in the world, we focus on our clients and build long-term relationships with them; we use teamwork to deliver seamless integration of our services; we respect our clients and colleagues as individuals; we act as responsible citizens in the communities in which we live and work; and, above all, we maintain our reputation for integrity.

Our world is being brought together, not simply by the mandate of nations but by the power of individuals who allow themselves to hope for a better life.

Although the road may not be easy or quick, we believe we can help our clients achieve even greater successes, in a world brought together by individuals with hope. We think that makes the difference - all the difference in the world.

The difference is Merrill Lynch.

 **Merrill Lynch**
A tradition of trust.

To the Holders of
Middletown Trust

10% Notes Series B due 1998

NOTICE IS HEREBY GIVEN that, pursuant to Article Eleven of the General Covenant, for the Sinking Fund due July 15, 1994 U.S. \$16,560,000 of the Notes will be redeemed at 100% of their principal amount plus accrued interest to July 15, 1994, when interest on the Notes redeemed shall cease to accrue. Following the above redemption, U.S. \$36,325,000 10% Notes Series B due 1998 and U.S. \$37,205,000 10% Notes Series C due 2010 will remain outstanding.

The redemption price and accrued interest are payable against surrender of the Bearer Notes together with all coupons maturing subsequent to July 15, 1994 at the offices of the Paying Agents outside of the United States listed below:

The Chase Manhattan Bank, N.A.
Woolgate House
Clement Street
London EC2P 2HD
England

Chase Manhattan Bank
Luxembourg, S.A.
5 Rue Plaetis
L-2338
Luxembourg-Grund

Banque Bruxelles Lambert
Avenue Marbe 24
1050 Brussels
Belgium

Chase Manhattan Bank
(Switzerland)
83 Rue du Rhone
CH-1204 Geneva
Switzerland

The serial numbers of U.S. \$16,560,000 Bearer Notes to be redeemed are as follows:

3 845 1728 2572 9614 4596 5503 6497 7981 5294 2828 10288 11289 12228 16123 14125 15151 16011 16014 16024 17072 18001 10774
12 853 1729 2563 3617 4597 5504 6498 7982 5295 2829 10289 11290 12229 16124 14126 15152 16012 16015 16025 17073 18002 10773
18 854 1744 2569 3632 4594 5511 6499 7983 5296 2830 10290 11291 12230 16125 14127 15153 16013 16016 16026 17074 18003 10774
24 851 1745 2570 3633 4595 5512 6500 7984 5297 2831 10291 11292 12231 16126 14128 15154 16014 16017 16027 17075 18004 10775
35 855 1789 2711 3684 4516 5519 6522 7985 5298 2832 10292 11293 12232 16127 14129 15155 16015 16018 16028 17076 18005 10776
38 854 1793 2720 3675 4527 5527 6542 7986 5299 2833 10293 11294 12233 16128 14130 15156 16016 16019 16029 17077 18006 10777
43 900 1788 2721 3700 4532 5531 6543 7987 5300 2834 10294 11295 12234 16129 14131 15157 16017 16020 16030 17078 18007 10778
53 614 1793 2742 3702 4555 5541 6550 7988 5301 2835 10295 11296 12235 16130 14132 15158 16018 16021 16031 17079 18008 10779
58 929 1784 2751 3718 4575 5542 6553 7989 5302 2836 10296 11297 12236 16131 14133 15159 16019 16022 16032 17080 18009 10780
72 929 1789 2760 3728 4579 5543 6554 7990 5303 2837 10297 11298 12237 16132 14134 15160 16020 16023 16033 17081 18010 10781
76 942 1612 2765 3743 4585 5544 6561 7991 5304 2838 10298 11299 12238 16133 14135 15161 16021 16024 16034 17082 18011 10782
84 945 1626 2765 3747 4585 5545 6562 7992 5305 2839 10299 11300 12239 16134 14136 15162 16022 16025 16035 17083 18012 10783
84 947 1627 2765 3751 4585 5546 6563 7993 5306 2840 10300 11301 12240 16135 14137 15163 16023 16026 16036 17084 18013 10784
84 974 1531 2767 3755 4585 5547 6564 7994 5307 2841 10301 11302 12241 16136 14138 15164 16024 16027 16037 17085 18014 10785
88 979 1535 2770 3765 4585 5548 6565 7995 5308 2842 10302 11303 12242 16137 14139 15165 16025 16028 16038 17086 18015 10786
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133 999 1539 2780 3770 4585 5551 6568 7998 5311 2845 10305 11306 12245 16140 14142 15168 16028 16031 16041 17089 18018 10789
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The Markets

THIS WEEK

Global Investor / Martin Dickson

Fed strives for right pitch

Global markets will take their lead this week from the US, where the Federal Reserve seems certain to put up short-term interest rates at tomorrow's meeting of its policy-making Open Market Committee. The only question is how much it will tighten, and how well or badly this will be received by Wall Street.

Opinion is sharply divided as to whether the bank needs to raise the Fed funds rate by 25 basis points, to 4 per cent, or 50 points. There is a general presumption that it will come a move on Fed funds with a 50 point increase in the discount rate, which the Fed itself charges for loans. While the discount rate is nowadays regarded by Wall Street as a largely symbolic indicator of monetary policy, it still carries some weight internationally.

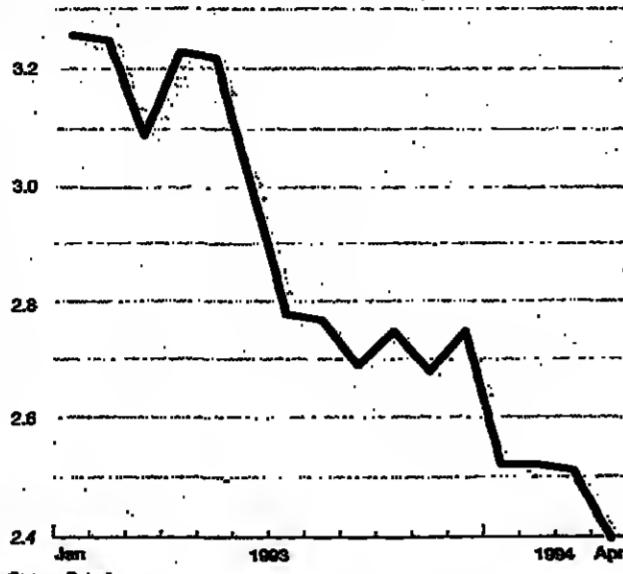
The Fed's gradualist approach - it has increased in 25 basis point increments since it started tightening in February - suggests it will raise Fed funds to 4 per cent, with another 25 point increment at or before the FOMC's next meeting, in early July. Recent signs of greater moderation in the rate of US economic growth could reinforce this stance. But investor sentiment argues for a 50 basis point increase.

The bond market's volatile behaviour over the past two weeks suggests that the Fed still has to convince Wall Street of its inflation-fighting credentials, even though last week's excellent inflation statistics for April underscored that rising prices are not yet a problem.

The Fed's three previous 25 point increases have merely served to leave the market anticipating more, and Fed Funds at 4.25 per cent is already largely factored in to

US Inflation

Consumer Price Index (annual % change)



Source: Datastream

short-term rates. A rise on Tuesday of just 25 basis points could thus be bearish for bonds, the dollar and stocks.

A 50 point increase would be more likely to underpin current bond market values and the dollar. Certainly, higher US rates are a necessary second step to reinforce the recent round of central bank intervention to support the currency. And a 50 point rise would neatly match last week's unexpected cut in German rates, creating the impression that banks are co-ordinating their interest rate structures as well as their foreign exchange market operations.

But even this more aggressive stance may be insufficient to trigger a sustained bounce back in bond and stock prices from the current correction.

■ France

Whatever the outcome, and rights or wrongs, of the current Anglo-French tiff over aircraft landings at Orly airport, the publicity surrounding the

affair is unlikely to bolster France's image among US fund managers, who account for such a large part of global investment flows.

The economy may be starting to recover, but since the French Government's climbdown last October over a threatened strike at Air France, American investors have questioned the willingness of Prime Minister Balladur to put the competitive restructuring of French industry ahead of social goals.

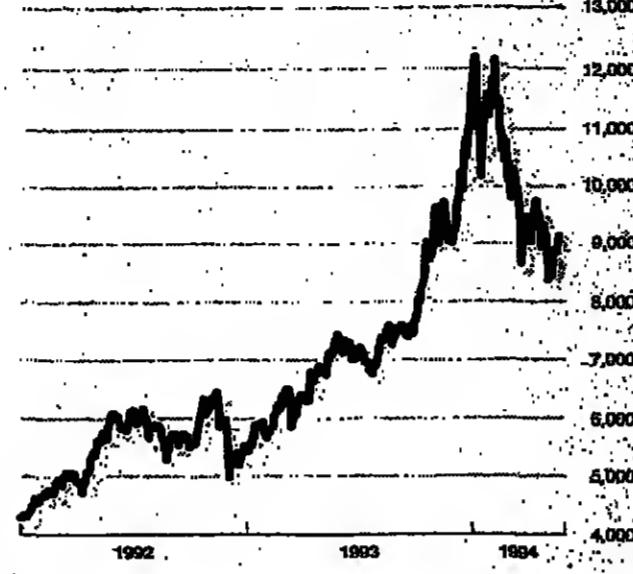
The Orly row can only reinforce that concern. For example, Morgan Stanley strategist Mr Richard Davidson recently went underweight on French equities in his model portfolio, fearing that "French Government policies are reacting to political pressures rather than economic objectives."

■ China/ Hong Kong

Weekend news that Beijing has

Hong Kong

Hong Kong Index



Source: Datastream

of Chinese exports out of the US market - nearly 63 per cent of its exports to America - and that some 70 per cent of this trade goes through Hong Kong.

An alternative being kicked around Congress is a partial removal of MFN status, imposing punitive tariffs on selected state-owned Chinese factories, but keeping them off private sector products. This would be hard to enforce and would still intimidate China.

The noises from both capitals have been more conciliatory in recent weeks, but anything less than a full MFN renewal would have a depressing impact on Hong Kong stocks. Renewal could spark a rally in the Hang Seng, yet an overblown Hong Kong property market, tightening credit conditions in China, and rising interest rates in the US (to which the colony's currency is pegged), suggest that the relief would be overshadowed quickly by other concerns. It still looks wise to be underweight here.

■ Sprint

Sprint, the third largest US long-distance telecommunications group, is talking to Electronic Data Systems, the world's leading computing services company and a subsidiary of General Motors, about a merger or alliance.

The discussions are the latest manifestation of the convergence of the telecommunications and computer industries and a full takeover would create a powerful new force, both in the US and internationally, in the multi-media revolution.

A looser alliance may be the more likely outcome, given the cultural problems of putting the two together and possible tax complications for GM in a full disposal.

However, it is structured, a deal could be very beneficial

Total return in local currency to 12/5/94

	US	Japan	Germany	France	Italy	UK
Cash	0.07	0.04	0.10	0.11	0.15	0.10
Week	0.31	0.19	0.48	0.51	0.68	0.42
Month	0.31	0.25	0.44	0.64	10.44	6.19
Year						

	US	Japan	Germany	France	Italy	UK
Bonds 3-5 year						
Week	-0.90	0.67	0.56	0.49	0.67	0.35
Month	-1.51	1.21	0.03	-0.27	-0.12	-1.05
Year	-1.10	7.21	7.83	18.21	5.39	

	US	Japan	Germany	France	Italy	UK
Bonds 7-10 year						
Week	-1.50	0.37	0.65	0.93	1.160	-0.04
Month	-2.03	1.54	-1.64	-2.19	-1.67	-2.95
Year	-2.03	9.91	6.07	7.64	26.27	5.61

Best performing stocks from FT-A World Indices

In local currency to 12/5/94

	Close	Week	Month	Year
Bridge Oil (Aus)	0.73	30.4	43.1	23.7
Bogalusa Copper	0.80	25.0	0.0	53.9
Fujix (Jap)	795.00	20.5	17.0	7.3
Southern Life (RSA)	55.00	19.7	21.7	33.3
Mandarin Oriental (Hk)	10.90	17.2	0.9	26.7
RAS (Ira)	20.450	16.8	16.3	43.4
Chinese Estates (Hk)	7.50	16.3	-24.6	83.8
Drillco (Sud)	1.640	18.2	21.3	91.5
Salomon (Int)	4.300	15.9	8.6	49.8
MM Holdings (Aus)	3.15	15.4	4.7	52.2

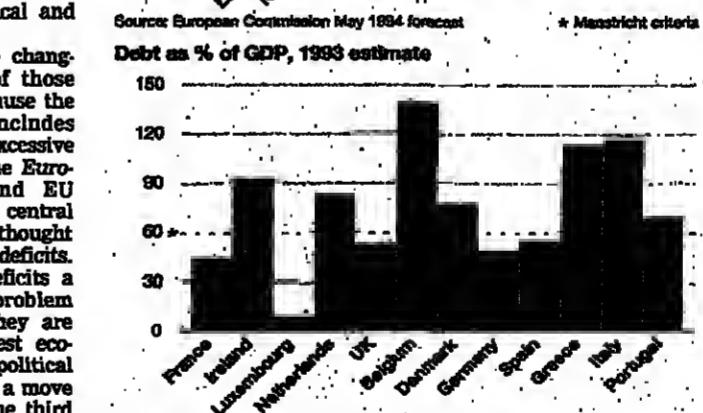
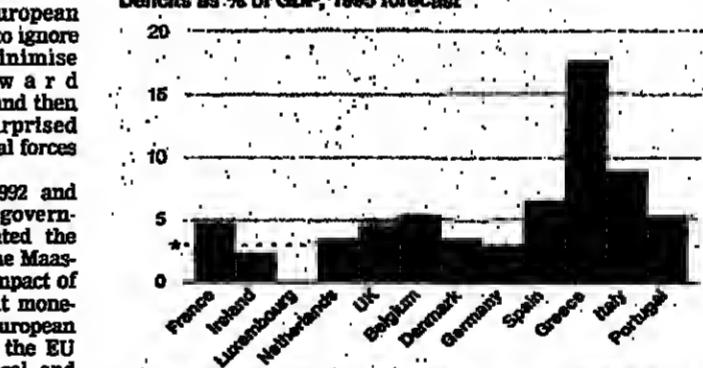
Source: Cibc & Brooks - Lehman Brothers, Equities - © NatWest Securities, the FT-Actuaries World Indices are jointly owned by The Financial Times Limited, Goldman Sachs & Co., and NatWest Securities Limited.

Economics Notebook / Peter Norman

Deficit criteria could prompt EU struggles

European Union deficits and debt

Deficits as % of GDP, 1993 forecast



bar it from Emu.

But the council acts on a recommendation from the commission. According to article 104 paragraph 5 it is for the commission to decide if a given deficit is excessive and to address an "opinion" about it to the council. If the commission provided no opinion, the ministers would have no basis for deciding whether the country was infringing the excessive deficit rules. The applicant country's membership of Emu could not be blocked on these grounds.

These issues may seem arcane, especially if Emu turns out to be several years away (and may never come in Britain's case). But the excessive deficit procedure could be applied for the first time this year. Already some policy makers are trying to ease the impact of the rules.

In Belgium's case there has been a suggestion that privatisation proceeds be counted towards the deficit reduction effort, even though this is technically not possible under the treaty, which measures deficits by the European system of national accounts.

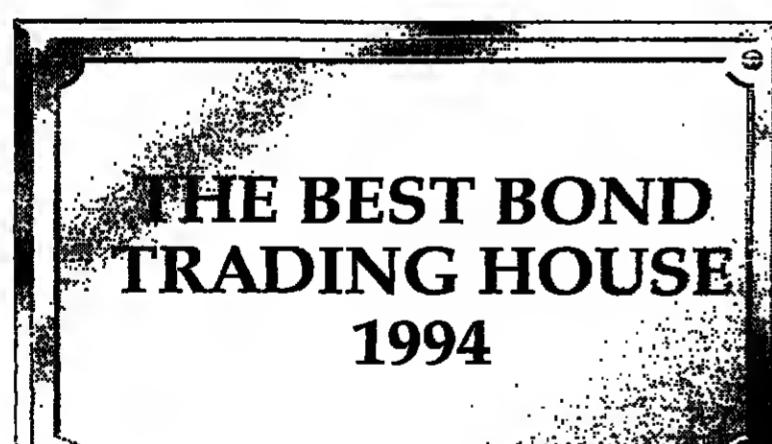
Earlier this year, Mr Christopherson touted the idea of liberal interpretation of the deficit and debt criteria so that countries such as Belgium would not be excluded from Emu. He told a Brussels seminar it had "always been understood that the judgment on whether a member state fulfills the conditions for participation in stage 3 would be based on an assessment, and not on a mechanical application of the convergence criteria."

Remarks such as these have prompted angry responses from members of the Bundesbank central council, including Prof Reimut Jochimsen, the influential head of the state central bank in North Rhine-Westphalia. Such rumblings could presage a greater storm.

The commission looks as if it could land between a rock and a hard place. If it takes a hard line with the EU's debtors, and Belgium in particular, it will only advertise how far the EU countries are from achieving Emu. If it tries to bend the Maastricht criteria for political reasons, it risks running foul of the Bundesbank, other EU central banks and the German constitutional court.

When Euromoney asked the international bond trading community in their annual poll to determine the best,

Kidder, Peabody came 1st.*



Thank you to all those who made it possible.



Kidder, Peabody
Securities Company

MEMBER OF SFA. KIDDER, PEABODY IS A SUBSIDIARY OF GENERAL ELECTRIC CO., USA.

Euromoney, May 1994

WORLD BOND MARKETS: This Week

NEW YORK

Martin Dickson

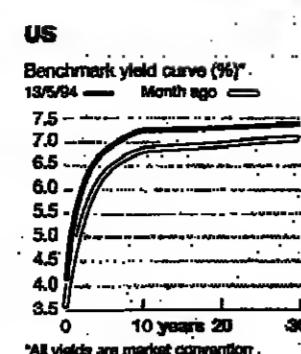
All eyes in the US fixed-income market will be on the Federal Reserve and the meeting of its Open Market Committee tomorrow, which is expected further to tighten monetary policy.

Wall Street is expecting an increase of 50 basis points in the discount rate, taking it from 3 to 3.5 per cent, and an increase of either 25 or 50 basis points in the Fed funds rate, taking it to 4 or 4.25 per cent.

Positive inflation statistics last week increased the possibility of a 25-point increase. The Labor

Department reported on Friday that consumer prices rose just 0.1 per cent in April. This gave some support to the market, with the yield on the 30-year benchmark issue ending the day at 7.49 per cent, down from 7.56 on Thursday.

However, the Fed will be looking for signs of inflation months down the road, and in weighing its decision will have the advantage of April's industrial production statistics,



All yields are market convention. Source: Merrill Lynch

due this morning. Output has risen for 10 months in succession and March saw a strong 0.5 per cent increase. The median forecast for April is a rise of 0.3 per cent.

Other figures which may affect the market include April housing starts, due on Tuesday and expected to show an annual rate of 1.45m; and the trade balance, out on Thursday, which is expected to narrow to \$3.8bn in March from \$3.7bn in February.

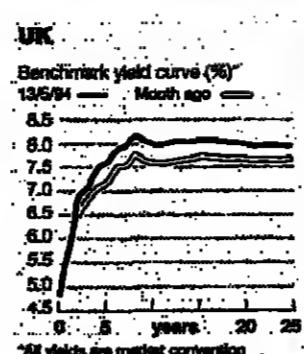
LONDON

Peter Norman

A flood of economic statistics and comment this week will keep the gilts market on its toes. Mr Ian Shepherdson, UK economist at HSEC Greenwell, says: "Gilts could end the week three points up or three points down" depending on Wednesday's news of retail price inflation in April and average earnings in March.

A jump in average earnings growth to 3.75 per cent in the year to March from February's 3.5 per cent would be "dreadful", he says. A rise in April's retail price inflation, minus mortgage interest payments, to above 2.5 per cent from 2.4 per cent would be "disappointing".

According to Mr Simon Briscoe, an economist at S. G. Warburg Securities, the background for gilts looks more favourable for some time. Last week's UK trade figures reduced fears of a trade-induced sterling crisis and he expects less talk of leadership struggles in the Conservative party following



All yields are market convention. Source: Merrill Lynch

FRANKFURT

David Waller

A combination of domestic and international factors will determine the course of the bond market during the next few days.

On the international front, any move by the US Federal Reserve to raise US interest rates will have a knock-on effect on the German market. Paradoxically, the sharper the expected increase in US rates, the better the immediate outlook for government securities in Germany - a decisive move from the Fed may eliminate the uncertainty which has induced the German market to follow the US downwards this year.

On the domestic front, the focus will be on this week's "repo" tender operations. Traders will be concerned to see how willing the Bundesbank is to follow the generous, half-percentage point reductions in the discount and Lombard rates last week with a substantial cut in money market rates.

Later in the week,



All yields are market convention. Source: Merrill Lynch

TOKYO

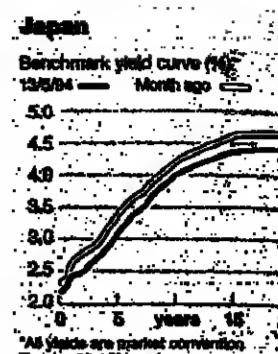
Emiko Terazono

A fall in short-term interest rates to record lows and increased buying interest from institutional investors are expected to support Japanese bond prices this week.

Since the instability of US financial markets, caused by fears of rising US inflation, have also unnerved Japanese bond investors, they will be focusing on the US Federal Open Market Committee meeting and the Federal Reserve Board's stance on interest rates.

While the fluctuations of the currency markets and the US bond market continue to affect investor sentiment, Barclays de Zoete Wedd in Tokyo expects domestic institutional interest in short- and medium-term bonds to support the new issue market for four- and six-year government notes and bank debentures.

Market volume is a benchmark for the recovery in confidence towards the bond market. A rise in trading



All yields are market convention. Source: Merrill Lynch

Capital & Credit / David Waller

Bundesbank takes a bet on its credibility

Last Wednesday's generous cuts in the German discount and Lombard short-term interest rates came after a long period in which rates had been allowed to fall only in a sequence of teasingly small steps.

"Primal" ("Great") was how Mr Norbert Walter of the Deutsche Bank greeted last week's cuts, which took the discount rate to 4.5 per cent and the Lombard rate to 6 per cent. Mr Martin Hüfner of the Bayerische Vereinsbank said the German central bank was taking full advantage of an ideal combination of circumstances.

The move was readily comprehensible against a favourable background of falling inflation (inflation is set to drop below 3 per cent early in the second half of the year) and a weak dollar. Many economists saw the move as a natural extension of the Bundesbank's intervention to support the US currency in the previous week.

For once, then, a cut was supported by both international and domestic policy considerations - a pleasant change, economists observed.

The statement that a reduc-

tion in interest rates will contribute to a reduction in money supply growth stands the Bundesbank's standard argumentation on its head. It has previously maintained that interest rates have to be kept high to prevent growth in M3, the broad measure of money supply on which the Bundesbank relies as a leading indicator for the development of future inflation.

The Bundesbank justifies this volte-face in reasoning by saying that under current circumstances a substantial reduction in interest rates will encourage investors to shift money out of short-term deposit vehicles, such as funds, which fall outside the definition of money.

The central bank believes this will reverse the flows of money which have led the explosion of M3 growth - M3 was up by a seasonally adjusted, annualised 15.4 per cent in March compared with the 4 to 6 per cent target range for 1994 - and cause the formation of capital instead.

This claim is highly contro-

versial and many economists believe the central bank is taking big risks.

"The Bundesbank is taking a major gamble on its credibility," said Mr Adolf Rosenstock of the Industrial Bank of Japan in Frankfurt. "A big bet on M3 slowdown," is how Mr Kermitt Schoenholz at Salomon Brothers International in London put it.

The risk is that M3 does not behave as the Bundesbank wants it to. "Then in a few months time, the Bundesbank will face an awful dilemma," observed Mr Joachim Fels at Goldman Sachs in Frankfurt. "It will realise the policy has failed and it will either have to abandon M3 altogether, or it will have to start raising rates to bring money supply back under control."

The danger that investors will continue to park their liquid assets at the short end of the yield curve is real. Bond yields, up more than a full percentage point from a low of 5.58 per cent in early January this year, failed to respond substantially last week.

The current yield of 6.6 per

cent is not sufficient to compensate investors for the risk of holding long-term assets.

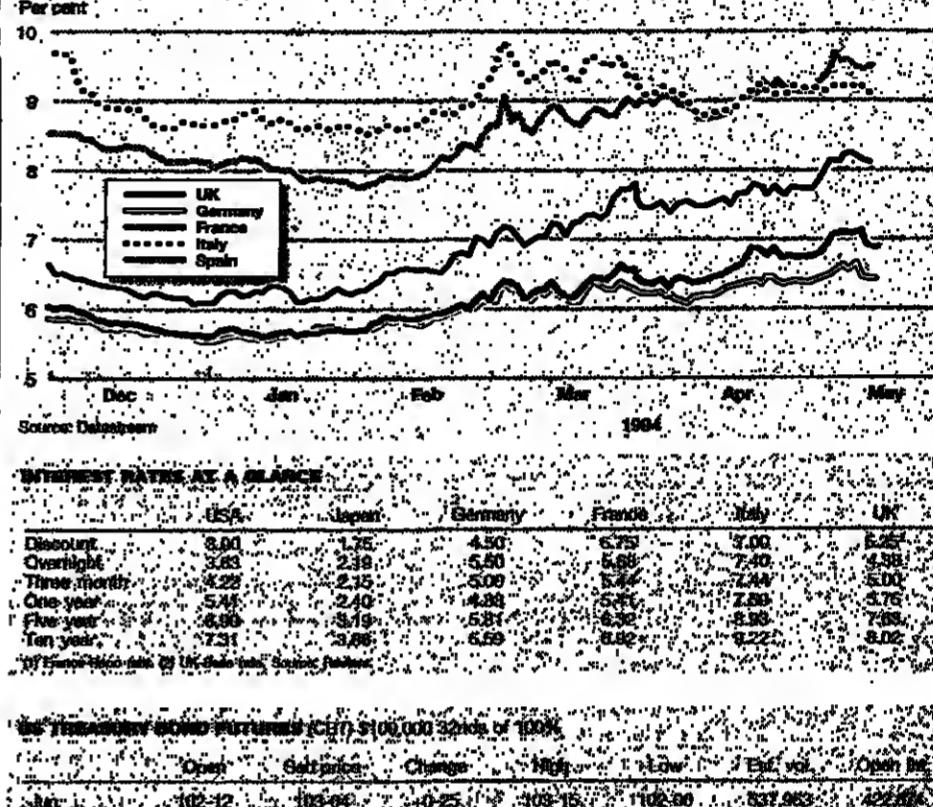
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The current yield of 6.6 per

10 year benchmark bond yields



Source: Datastream

International / Sara Webb

Dutch win back state debt trade

The Amsterdam Stock Exchange is claiming a victory on its home turf. After years of witnessing the steady seepage of trading business in Dutch government bonds to London, the Amsterdam exchange now claims the tide is turning and that the proportion of trading in Dutch state debt conducted overseas is gradually declining, due to the introduction of a new inter-dealer-broker (IDB) system in Amsterdam.

The Dutch central bank, which has been monitoring the relative level of trading of Dutch government bonds both in Amsterdam and in London, announced earlier this month that the proportion of business carried out in London has fallen from 50 per cent during 1992 to around 30 per cent this year.

London had seen as much as 60 per cent of the trading activity in Dutch government bonds back in 1989, and the Amsterdam exchange was particularly concerned about the flow of business overseas. In its efforts to claw back trading volume, it asked McKinsey & Co to study the problem and make recommendations as to how the exchange should develop in order to become more competitive.

McKinsey made its report in late 1992 and noted that the competitive position of the Amsterdam stock exchange in both equities and bonds had deteriorated in the late 1980s, adding "quantitative compari-

sons and interviews point to three major causes for the recorded loss of market share.

"First, foreign investor trading in Dutch securities has grown strongly. Second, competition from foreign intermediaries has increased. And third, the performance of the Amsterdam Stock Exchange has lagged behind that of London's securities market."

Foreigners have been keen investors in Dutch government paper in recent years for several reasons.

The Dutch currency is very tightly pegged to the D-Mark, and Dutch monetary policy has followed that of the Bundesbank very closely.

Furthermore, the Dutch inflation picture was far less of a worry than in Germany, so when "convergence" was the buzzword of the European government bond markets, investors simply regarded Dutch government bonds as "bund surrogates" with the result that Dutch yields have tended to trade very close to, or even lower than those on German bonds.

The Agency of the Ministry of Finance, which sells new issues of Dutch government paper, has steadily tried to increase the appeal of Dutch bonds to international investors.

Mr Henk Bevers, the agent, stresses that the key change has been to improve the liquidity of the individual bond issues.



Amsterdam Stock Exchange: claims the tide is turning

"Foreign investors said that liquidity was very important, so we have been trying to boost that," he says, adding that while the Agency of the Ministry of Finance used to hold about 10 tap issues a year of around F1.2bn to F1.3bn each, "now we have four or five issues a year but of greater size".

The Agency has also opted for a wider array of maturities - issuing a 30-year stock at the end of 1992 which had considerable appeal for both domestic and international institutional investors. Such long-dated issues are a common in the French and US bond markets.

"The market was very ap-

pealative when we did our 30-year issue," said Mr Bevers. The decision by the Dutch to launch a 30-year bond may well have provided some of the inspiration for Germany, which followed with its own 30-year bond a few months later.

However, while ownership of Dutch bonds by foreigners steadily increased from 19 per cent in 1988 to 24 per cent in 1993, the Dutch authorities were far less thrilled at the clear signs of trading activity disappearing to London.

To counter this flow of business, the Amsterdam Stock Exchange encouraged the establishment of an inter-dealer-broker in Amsterdam last year, whereby banks and brokers could inform the IDB of their bid and offer prices.

The IDB then advertises the prices on its screen system while ensuring the anonymity of the prospective buyers and sellers.

In October last year foreign brokers, which did not have offices in Amsterdam were invited to take up "special membership" of the Amsterdam Treasury bond market so that they could buy and sell via the IDB without having to set up offices in Amsterdam.

Already, the Dutch authorities are claiming the structural changes have proved a success as trading activity is gradually enticed back to their home territory.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount £m	Maturity	Coupon %	Price	Yield %	Length	Spread bp	Book runner
Castrol (Glasgow)	200	Aug 1995	6.00	99.99	-	-	-	McKinsey/Mellifont
FRANCE								
Credit Local de Paris	50	Mar 1996	6.375	98.93	6.405	20	51.50-50	Lehman Brothers Int.
Crédit Lyonnais	100	Oct 1996	7.25	97.50	7.32	12	51.50-50	Lehman Brothers Int.
Crédit Agricole	250	Mar 1997	6.50	98.90	6.500	21	51.50-50	Lehman Brothers Int.
Crédit Mutuel	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit du Nord	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Lyonnais	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Mutuel	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit du Nord	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Lyonnais	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Mutuel	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Lyonnais	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Mutuel	100	Mar 1997	6.25	98.90	6.250	21	51.50-50	Lehman Brothers Int.
Crédit Agricole	100	Mar 1997	6.25					

NEW YORK

Inflation alarm bell likely to stop ringing

In recent weeks, long-term US interest rates have been climbing rapidly and growing concerns about inflation - concerns which have spread to the stock market, where prices have struggled to make any headway in spite of mostly bullish news on the economy.

This week, the stock market will be able to judge for itself whether inflation is on the rise again, and some good news should allow stocks to shake off their inflation fears.

Tomorrow, the February producer prices index is released and a day later, the consumer prices index is published. Although analysts expect the two indices to show slightly stronger growth than in January (the brokerage house Donaldson, Lufkin & Jenrette forecasts that both the PPI and CPI rose by 0.4 per cent last month), the inflation alarm bell is likely to stop ringing.

If analysts' forecasts prove correct, the annual consumer inflation rate - the most closely-watched of the two indicators - will measure close to 2.4 per cent. That is a full point below the comparable rate recorded at the same stage of the year in 1993, a remarkable reduction considering the economy has been growing at a significantly faster pace over the past two months than in the same year.

A hint of how markets are likely to respond to favourable inflation reports came last Friday, when after a poor start, shares rose steadily on the back of declining bond yields. Stocks firmed partly because investors turned more optimistic about this week's inflation data.

But even if the inflation picture brightens, political problems that have unsettled investors in recent days are unlikely to fade especially

Patrick Harverson

**Bond market stability the key to growth**

Stock-market analysts are sounding increasingly frustrated as they watch the FTSE 100 Share Index sitting on the 3,100 fence, unable to dislodge itself from the bond markets but unwilling to give any further ground.

Most still take a bullish view on the market, but few can make a case for any dramatic move in the near term. S.G. Warburg bases its case on a shift of interest towards earnings estimates for 1995, admitting that "a dull summer" may, meanwhile, be in prospect.

There is considerable industrial support whenever the Footsie Index dips into the 3,100 area, mostly showing itself in the stock index futures market. But the stock market remains unable to decouple from the bond markets.

Kleinwort Benson points out that, with equities yielding a prospective 4.2 per cent, cash ought to be burning in fund managers' pockets. "Bond market stability would release it into the equity market," it adds.

This week may bring some movement on this front. It was clear on Thursday, when London had the European field to itself, that UK bonds are still moving in step with US Treasuries and waiting for the Federal Reserve to tighten policy again.

However, some analysts argue that more determined action from the Fed would stabilise bond markets, and give UK equities the environment they need to respond more strongly to the improvement in economic and corporate news.

Unfortunately, developments on Friday afternoon suggested that the UK markets now reckon the Fed may not act as strongly as they once feared.

quickly. While most of Wall Street was in agreement by the end of last week that the fuses had been lit, and the stock market, made over the rumours swirling around the Whitewater affair was overdone, the White House is unlikely to emerge from under the clouds of the "scandal" particularly soon.

As long as the perception holds that President Clinton is politically hampered by the growing inquiry into Whitewater, and by press reports of a possible cover-up, then it is of concern to investors.

Why is not easy to answer, but it is often said that if the President gets into deeper trouble, so does his political agenda, which includes such market-sensitive programmes as healthcare and welfare reform. If Mr Clinton's position weakens because of the Whitewater affair, then the dollar will probably also weaken. And a weaker dollar means imports are more expensive, which puts up the rate of inflation.

Politics aside, the stock market's immediate future depends greatly on what happens to long-term interest rates. While the 30-year yield may edge a bit higher, bond investors may soon realise that the correction in the Treasury market has gone far enough. This would give the stock market some much-needed breathing room, and allow investors to digest the events of the past few weeks in a more considered fashion.



OTHER MARKETS

STOCKHOLM

Astra's first-quarter figures come out tomorrow. Analysts are looking for sales of SKr1bn, a rise of some 20 per cent, with sales of Losoc up 30 per cent to almost SKr2bn, and Palmicort sales up 35 per cent to SKr870m. Håkan Gottvall says pre-tax profit in the first quarter of 1993 was very positively affected by a large translational benefit. "Consequently, although operating profit is expected to increase by more than 35 per cent, on a comparable basis, pre-tax profit is only expected to increase by 15 per cent to SKr1bn. For all 1994, sales are expected to reach SKr27.2bn, with pre-tax profit of SKr9.46bn and earnings per share of SKr11.4."

MADRID

Telefónica's first-quarter figures are due out today. UBS global research says that while quarter-on-quarter results are particularly difficult to forecast, they expect a 4.7 per cent rise to Pt14.7bn in net income for the parent company. "A better measure of performance may be cash earnings: we are forecasting first-quarter cash earnings of Pt11.87bn, up 9.2 per cent."

AMSTERDAM

KNP BT, the paper and graphic supplies group, announces first-quarter results on Wednesday. The group has already reported at its recent annual meeting net profits of around F150m, compared with a loss in the same period last year. Håkan Gottvall notes that the recovery is broadly based, "with all divisions showing better results. Demand volumes, as well as prices for paper and packaging products, have recovered from low 1993 levels and sales volumes in the trading divisions (paper merchandising/office products and graphic information systems) are also expected to show improvements this year. Restructuring programmes will improve results in all divisions. Our current earnings per estimates are: 1994, F1.60 and 1993, F1.40."

TOKYO

Share fluctuations this week will be affected by the currency movements and the strength on US stock and bond markets. Hopes of a US credit tightening helped the dollar against the yen last week, and further stabilisation of the currency markets, which will largely depend on US interest rates, is expected to encourage investors. Meanwhile, many investors are likely to remain inactive due to the state of corporate results, which may cause some volatility.

RISK AND REWARD

Debate over need for European clearing system

The official opening of the Channel Tunnel earlier this month has finally linked the UK with the rest of Europe. Although much slower and far more expensive to build than most people had ever imagined, this engineering feat shows that the hurdles which stand in the way of European integration can be overcome.

So it seems absurd that in the fast-growing and high-tech world of derivatives, there are no links between Europe's futures and options exchanges, even though an electronic trading and clearing system could be set up at a fraction of the cost and the time needed to complete the Channel Tunnel.

At the moment, institutions which deal on Liffe in London, the Matif in Paris, the DTB in Frankfurt and the other exchanges from Spain to Austria have to put up margins and pay membership and dealing costs at each exchange.

Even proposals such as "mutual offset" between the two exchanges (whereby members would be able to offset their positions in contracts with similar maturities) would run contrary to the principle of a clearing system, which requires it to be balanced at the end of each trading day.

Mr Durieux adds that it is by no means certain that exchange members want a centralised clearing system, since this could eat into income they derive from providing clearing services to their customers.

In the near term, the DTB and the Matif hope that the co-operation will attract business away from Liffe, where the lion's share of trading in bond futures and options takes place.

By contrast, Mr Daniel Hodson, Liffe's chief executive, does not feel the need to forge any strategic alliances. "We are essentially an international exchange whereas the DTB and the Matif are domestic exchanges," he says.

Liffe may be going high at the moment - on 12 days in the last quarter it exchanged more contracts than any other exchange in the world. But observers say if it does not look after its non-sterling products, Liffe could see business drift away. "The DTB and Matif could really take Liffe on if they are clever about clearing," says one banker.

Antonia Sharpe

Days for delivery determined for the purposes of the electricity position in the market	Days for delivery determined for the purposes of the electricity position in the market	Days for delivery determined for the purposes of the electricity position in the market	Days for delivery determined for the purposes of the electricity position in the market
10 days	10 days	10 days	10 days
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445 days	445 days	445 days	445 days
450 days	450 days	450 days	450 days
455 days	455 days	455 days	455 days
460 days			

WORLD STOCK MARKETS

EUROPE												NORTH AMERICA												ASIA/PACIFIC																	
AUSTRALIA (May 13 / Sch)						NETHERLANDS (May 13 / Finc)						JAPAN (May 13 / Yen)						KOREA (May 13 / KRW)						HONG KONG (May 13 / HK\$)																	
+	-	High	Low	Ytd	P/E	+	-	High	Low	Ytd	P/E	+	-	High	Low	Ytd	P/E	+	-	High	Low	Ytd	P/E	+	-	High	Low	Ytd	P/E	+	-	High	Low	Ytd	P/E						
Autkr	1,025	-10,230	1,700	2,2		Loriant	147.29	-10,230	150	150		ABBN	91.80	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Konink	327	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25	
Bank	4,205	-10,230	3,536	1,25		Legend	8,249	-10,230	1,120	1,25		ABBN	91.80	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	3,405	-10,230	3,536	1,25		Lycatex	925	-10,230	1,120	1,25		ABBN	91.80	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,308	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,278	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,278	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-10,230	1,120	1,25							
Bank	1,055	-10,230	1,360	1,25		Marine	253	-10,230	1,120	1,25		ACCO	213.10	-10,230	1,120	1,25		Philips	12,173	-10,230	1,120	1,25		Stock	1,193	-10,230	1,120	1,25		3000 Capital	4,78	-1									

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CURRENCIES AND MONEY

POUND SPOT FORWARD AGAINST THE POUND

May 13	Closing mid-point	Change on day	Bid/offer spread	Day's Mid high	Day's Mid low	One month Rate	%PA	Three months Rate	%PA	One year Rate	%PA	Bank of England Index	
Europe													
Austria (Sch)	17.5873	-0.085	800 - 867	17.5848	17.5847	17.5841	0.3	17.5785	0.2	-	-	113.8	
Belgium (BF)	51.4920	-0.0574	500 - 540	51.5027	51.5028	51.497	0.1	51.5157	-0.2	51.5137	0.3	115.0	
Denmark (DK)	9.7908	-0.019	770 - 848	9.8031	9.8031	9.7884	-0.5	9.7698	-0.5	9.814	-0.5	118.0	
Finland (FM)	6.1274	-0.104	160 - 368	6.1620	6.1620	6.1583	-0.8	6.1583	-0.8	6.1584	-0.8	161.3	
France (FF)	8.5778	-0.0121	733 - 618	8.5983	8.5983	8.5834	-0.8	8.5834	-0.8	8.5854	-0.3	107.5	
Germany (D)	2.2112	-0.004	989 - 1024	2.2098	2.2098	2.2017	-0.2	2.2017	0.0	2.2004	0.8	120.4	
Ireland (I)	0.2093	-0.004	1208 - 362	0.2102	0.2102	0.2093	-0.1	0.2102	-0.1	0.2102	-0.1	116.7	
Italy (L)	1.2344	-0.122	280 - 253	1.2344	1.2344	1.2027	0.03	1.2027	0.03	1.2027	-0.4	104.2	
Luxembourg (Lfr)	0.1920	-0.0574	500 - 340	0.1907	0.1907	0.1920	-0.1	0.1920	-0.1	0.1920	-0.1	20.8	
Netherlands (NL)	2.8073	-0.003	609 - 677	2.8151	2.8151	2.8098	-0.1	2.8098	-0.1	2.8087	-0.1	117.7	
Norway (NK)	10.8333	-0.019	312 - 362	10.9004	10.9004	10.8268	-0.3	10.8268	-0.3	10.8268	-0.3	80.1	
Portugal (P)	256.211	-0.211	900 - 1024	258.301	258.303	259.166	-4.5	261.313	-4.5	261.313	-4.5	85.2	
Spain (S)	206.738	-0.117	610 - 657	206.926	206.926	207.238	-2.2	206.154	-2.2	210.954	-2.0	84.5	
Sweden (Sk)	11.6014	-0.0104	619 - 126	11.6744	11.6552	11.5318	-2.2	11.622	-1.8	11.753	-1.2	77.1	
Switzerland (SF)	2.1369	-0.0077	367 - 380	2.1428	2.1428	2.135	1.0	2.1304	1.2	2.0986	1.6	117.0	
UK (S)	-	-	-	-	-	-	-	-	-	-	-	-	
Ecu	-	-1.2675	-0.0007	968 - 981	1.3014	1.2944	1.2983	-0.7	1.2989	-0.4	1.2947	0.2	-
SDR	-	-0.40342	-	-	-	-	-	-	-	-	-	-	
Americas													
Argentina (Peso)	1.4889	-0.0003	984 - 982	1.4992	1.4993	-	-	-	-	-	-	-	
Brazil (Cr)	2.8011	-0.058	164 - 124	2.8022	2.8022	2.8058	-0.2	2.8058	-0.2	2.8058	-0.2	104.2	
Canada (C)	4.0000	-0.0061	676 - 693	2.0713	2.0612	2.0703	-1.0	2.0702	-1.3	2.0980	-1.4	87.2	
Mexico (New Pesos)	4.0000	-0.0197	875 - 048	5.0048	4.9875	-	-	-	-	-	-	-	
USA (S)	1.5004	-0.0001	007 - 007	1.5007	1.4965	1.4989	0.7	1.4989	0.4	1.4989	0.0	65.7	
Pacific/Middle East/Africa													
Australia (A\$)	2.0783	-0.0336	777 - 800	2.0800	2.0802	2.0773	0.9	2.0773	0.7	2.0773	0.3	95.5	
Hong Kong (HK)	11.5921	-0.0084	888 - 852	11.5865	11.5855	11.5703	1.3	11.5703	1.3	11.5703	1.3	84.5	
India (INR)	47.0041	-0.0279	475 - 807	47.0067	46.9490	-	-	-	-	-	-	-	
Japan (Y)	157.1801	-0.0474	985 - 245	157.623	156.100	158.789	2.8	158.058	2.8	158.284	3.0	184.7	
Malaysia (RM)	2.5270	-0.0374	756 - 720	2.5270	2.5273	2.5273	-1.4	2.5273	-1.1	2.5262	-0.8	-	
New Zealand (NZD)	2.5270	-0.0374	756 - 720	2.5270	2.5273	2.5273	-1.4	2.5273	-1.1	2.5262	-0.8	-	
Philippines (Peso)	40.5971	-0.0259	500 - 541	40.5984	40.5000	-	-	-	-	-	-	-	
Saudi Arabia (SR)	5.6286	-0.0258	250 - 281	5.6281	5.6123	-	-	-	-	-	-	-	
Singapore (S\$)	2.3313	-0.0015	300 - 325	2.3326	2.3298	-	-	-	-	-	-	-	
S. Africa (Rand)	5.4923	-0.0091	689 - 718	5.4711	5.4434	-	-	-	-	-	-	-	
Taiwan (NT\$)	7.7045	-0.0001	240 - 254	7.7111	7.1899	-	-	-	-	-	-	-	
Thailand (T\$)	37.5765	-0.0018	500 - 627	37.8927	37.7620	-	-	-	-	-	-	-	

For rates as of May 12. Bid/offer spreads in the Pound Spot table show only the last three decimal places. Forward rates are not directly quoted to the market. Base average = 100.000. Offer and Mid-rates in both table and the Dollar Spot table are derived from the **WALMART CLOSER SPOT RATES**. Some values are rounded by the F.T.

1500 rates for May 12. Bid/offer spreads in the Dollar Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current interest rates. UK, Ireland & S. Africa are quoted in US currency. J.P. Morgan's nominal indices May 12. Base average 100.000-100

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15

NYSE COMPOSITE PRICES

-3 pm close May 13

4 pm close May 13

1994												1995												1996															
High	Low	Stock	Div	%	E	100s	High	Low	Open	Close	Chg	High	Low	Stock	Div	%	E	100s	High	Low	Open	Close	Chg	High	Low	Stock	Div	%	E	100s	High	Low	Open	Close	Chg				
Continued from previous page																																							
27 194 Satway	22	567	225	221	221	-1	103 14% TMP Entpr	153	10.5	15	+287	152	1143	151	-1	103 14% TMP Entpr	153	11.1	15	152	1143	-1	103 14% TMP Entpr	153	11.1	15	152	1143	-1	103 14% TMP Entpr	153	11.1	15	152	1143	-1			
67 45% Satway Inc	18	54	53	53	53	-1	775 1% TRW x	1.88	3.0	10	+883	282	813	281	-1	775 1% TRW x	1.88	3.0	10	1043	282	-1	775 1% TRW x	1.88	3.0	10	1043	282	-1	775 1% TRW x	1.88	3.0	10	1043	282	-1			
57 50% SelectPaper	0.20	0.4285	54	54	54	-1	111 7% Mead	0.10	0.9	9	7407	11	11	104	-1	111 7% Mead	0.10	0.9	9	7407	11	-1	111 7% Mead	0.10	0.9	9	7407	11	-1	111 7% Mead	0.10	0.9	9	7407	11	-1			
30 27% SilesiaLP	1.80	6.7	13	18	18	+27269	283	283	-1	36 22% Tolson Fd	0.42	87	10	77	84	85	85	-1	36 22% Tolson Fd	0.42	87	10	77	84	-1	36 22% Tolson Fd	0.42	87	10	77	84	-1	36 22% Tolson Fd	0.42	87	10	77	84	-1
90 75% Sime	3.00	4.0	7	734	734	-1	124 10% Tally Fd	1.00	0.1	4	11	11	11	11	-1	124 10% Tally Fd	1.00	0.1	4	11	11	-1	124 10% Tally Fd	1.00	0.1	4	11	11	-1	124 10% Tally Fd	1.00	0.1	4	11	11	-1			
9 5% Sime Corp	9	118	74	74	74	-1	44 14% Tandem	1.68	4.1	18	2373	35	35	35	-1	44 14% Tandem	1.68	4.1	18	2373	35	-1	44 14% Tandem	1.68	4.1	18	2373	35	-1	44 14% Tandem	1.68	4.1	18	2373	35	-1			
40 34% Sime Corp	1.40	3.6	8	880	325	-1	49 30% Tandy	0.00	1.7	14	339	36	36	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1			
13 11% Simeon Br	0.28	2.3	177	125	125	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1			
52 44% Simeon	0.04	1.3	8	2745	49	49	-1	225 18% Tech Engr	1.01	5.2	14	882	19	19	19	-1	225 18% Tech Engr	1.01	5.2	14	882	19	-1	225 18% Tech Engr	1.01	5.2	14	882	19	-1	225 18% Tech Engr	1.01	5.2	14	882	19	-1		
26 18% SimeGE	1.52	7.8	10	1208	19	19	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1		
10 7% SimeTech	0.18	1.8	8	768	91	91	-1	265 14% Telecom	0.80	5.1	14	1335	15	15	15	-1	265 14% Telecom	0.80	5.1	14	1335	15	-1	265 14% Telecom	0.80	5.1	14	1335	15	-1	265 14% Telecom	0.80	5.1	14	1335	15	-1		
48 34% SimeTech	0.20	0.1	16	35	35	-1	46 21% Telent	1.05	2.7	7	100	30	30	30	-1	46 21% Telent	1.05	2.7	7	100	30	-1	46 21% Telent	1.05	2.7	7	100	30	-1	46 21% Telent	1.05	2.7	7	100	30	-1			
26 20% SimeTech	0.10	0.1	11	3731	21	21	-1	76 50% Telxon	1.57	27	11	2152	55	55	55	-1	76 50% Telxon	1.57	27	11	2152	55	-1	76 50% Telxon	1.57	27	11	2152	55	-1	76 50% Telxon	1.57	27	11	2152	55	-1		
50 41% SimeTech	0.84	2.0	58	8648	22	22	-1	44 16% Tendem	1.00	2.2	17	1782	11	11	11	-1	44 16% Tendem	1.00	2.2	17	1782	11	-1	44 16% Tendem	1.00	2.2	17	1782	11	-1	44 16% Tendem	1.00	2.2	17	1782	11	-1		
20 12% SimeTech	1.42	10.1	42	424	42	42	-1	49 30% Tandy	0.00	1.7	14	339	36	36	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1	49 30% Tandy	0.00	1.7	14	339	36	-1		
40 24% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	2.04	12	15	2795	64	64	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
61 50% SimeTech	1.20	21	23	2795	57	57	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1		
33 24% SimeTech	0.28	1.0	12	867	295	295	-1	46 21% Telent	1.00	2.3	11	100	30	30	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1		
40 24% SimeTech	0.10	0.1	1	1	1	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
16 11% SimeTech	0.18	0.7	12	13	13	-1	46 21% Telent	1.00	2.3	11	100	30	30	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1	46 21% Telent	1.00	2.3	11	100	30	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18	0.7	12	13	13	-1	303 23% Telecom	0.60	2.1	10	94	22	22	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1	303 23% Telecom	0.60	2.1	10	94	22	-1			
48 34% SimeTech	0.12	0.4	67	1710	35	35	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1	124 0% Tausa Max x	0.72	7.5	27	95	95	-1		
16 11% SimeTech	0.18</																																						

AMEX COMPOSITE PRICES

4 pm, *Wednesday, May 13*

Stock	P/	Div.	Slg.	100s	High	Low	Close	Chng	Stock	P/	Div.	Slg.	100s	High	Low	Close	Chng	Stock	P/	Div.	Slg.	100s	High	Low	Close	Chng
adv Magn	445	16	133	133	133	133	133	-1	Contin	0.30	21	31	151	151	151	151	+1	Health Cr	5	20	34	34	34	34	34	+1
all Inc	3	8	151	151	151	151	151	-1	Computer	0	47	57	61	61	61	61	-1	HealthNet	3	33	43	34	34	34	34	-1
the Ind	12	178	32	34	32	34	32	+1	Conoc PdA	4	31	75	72	72	72	72	-1	Halco	0.15	45	2	10	10	10	10	+1
mer Per A	1.04	13	45	45	45	45	45	-1	Comstar A	0.0416	78	154	154	154	154	154	-1	HypnosA	14	45	114	10	10	10	-1	
milfaze A	0.64	650	18	19	18	19	19	+1	Chrm A	0.40	41	35	194	184	184	184	-1	ICL Corp	1	75	53	51	51	51	51	-1
medab	0.05	2	527	76	7	7	7	-1	Crown C	0.40	14	56	173	183	177	177	-1	Iconos	0.12	25	7	10	10	10	10	-1
mer Exp	4	356	14	14	14	14	14	-1	Cubic	0.53	90	31	21	204	204	204	-1	Int'l. Coms	4	1144	54	42	42	42	42	-1
perf-Arou	1	170	84	84	84	84	84	+1	Commodore	15	2	24	24	24	24	24	-1	Int'l. Engng	95	608	193	19	19	19	19	-1
SI Invrs	0.72	1	214	214	214	214	214	-1	haz x	0.06	17	533	178	184	178	178	-1	Proprietary	31	2	29	29	29	29	29	-1
Strattech	24	33	278	278	278	278	278	-1	SI Inds	12	12	1	3	1	1	1	-1	PSW Corp	3	4	65	65	65	65	65	-1
Surf	1	5	888	525	525	525	525	-1	Dimark	29	45	16	174	175	175	175	-1	Rockwell	0	23	14	514	14	14	14	-1
StecCM 1	1	35	3	3	3	3	3	+1	Document	0	100	44	44	44	44	44	-1	SJW Corp	2.10	10	4	365	365	365	365	-1
adv. Kovor	13	48	144	142	142	142	142	-1	Duplex	0.48	48	2100	94	94	94	94	-1	Schindler	18	20	18	179	183	183	183	-1
SH Ocean	0.56	0	66	23	23	23	23	-1	Eact Co	0.46	18	5	143	162	152	152	-1	Stet El	0.84	14	161	13	124	124	124	-1
Auger/Mtr	0.68	15	67	20	194	194	194	-1	Eactgroup	1.7235	207	207	207	207	207	207	-1	SI Ind	21	67	37	34	34	34	34	-1
Algon/7 A	0.30	40	15	54	54	54	54	-1	Eact Sys	0.07354	5327	102	102	102	102	102	-1	Tel Prods	0.20	55	10	10	10	10	10	-1
Any RG	18	200	184	174	174	184	184	+1	Eact En	0.31	10	53	12	612	12	12	-1	Tel/Soft	0.35	56	261	361	375	375	375	-1
AT Intl	0.29	12	314	74	74	74	74	-1	Eakt Rc	8	12	54	65	65	65	65	-1	Theranetics	67	465	75	142	142	142	142	-1
Avant	7	8	21	21	21	21	21	-1	Eakt	13	1533	314	314	314	314	314	-1	Thermtron	92	35	305	305	305	305	305	-1
Avant Mex	0.40158	8	22	21	21	21	21	-1	Energy Serv	48	3348	348	348	348	348	348	-1	Top/Wa	0.20	23	203	165	183	183	183	-1
avt-F Ad	48	33	174	17	174	174	174	-1	Epitope	9	268	162	154	154	154	154	-1	TowerCity	0	23	27	27	25	25	25	-1
avt. Count	0.50	38	588	364	354	355	355	+1	Fab Inds	0.64	12	13	341	342	342	342	-1	Triton	9	36	11	11	11	11	11	-1
avt. New Valley	168	2100	10	10	10	10	10	-1	Fab A	3.28	15	7	672	72	72	72	-1	Tubes Mex	15	465	412	644	412	412	412	-1
avt. Winter	30	58	3	3	3	3	3	-1	Fab CityCo	0.23	13	2100	103	103	103	103	-1	Tunisia	0.07	65	32	174	32	32	32	-1
avt. Zeme	0.30	18	205	205	205	205	205	-1	Fabco	0.52	71	2	265	265	265	265	-1	Tunisian	0.07180	432	184	18	18	18	18	-1
avt. Zocan A	1.04	13	41	124	124	124	124	-1	Frequency	2	8	34	33	33	33	33	-1	Unifontex	5	50	24	24	24	24	24	-1
avtrop	1	58	1	12	12	12	12	-1	Gems	0.66	7	10	243	243	243	243	-1	Unifontex	0.33	10	24	24	24	24	24	-1
avtrob/Ind	0.20	13	4	22	22	22	22	-1	Giant PdA	0.72	13	788	213	203	213	213	-1	Unifontex	18	36	62	55	55	55	55	-1
avt. Marc	0.28	21	2	113	113	113	113	-1	Goldfield	0.70	33	106	153	152	152	152	-1	Vaccina	21	351	304	391	304	304	304	-1
avt. Mimbres	0.01	8	408	34	34	34	34	-1	Greenman	0.22	103	1	54	52	52	52	-1	Waccina	2338	28	217	28	217	28	28	-1
avt. Minib	8	8	3	3	3	3	3	-1	Gulf Cda	0.34	22	433	314	314	314	314	-1	Weather	25	454	187	104	187	187	187	-1
avt. Sampson	43	758	26	24	26	24	26	-1	Hand Rx	33	2746	8	154	54	54	54	-1	Western	0.50	34	313	284	284	284	284	-1
avt. Nes	225	850	43	43	43	43	43	-1	Hasten	0	14	1444	331	331	331	331	-1	WNET	1.12	18	547	13	124	124	124	-1
avt. Pct	0.64	23	181	104	87	87	87	-1	Hasten	0	28	14	1444	331	331	331	-1	Workman	0.80	10	23	23	214	214	214	-1
avt. S. E.	0.01	20	300	54	54	54	54	-1										Yutec	4	220	45	45	45	45	45	-1

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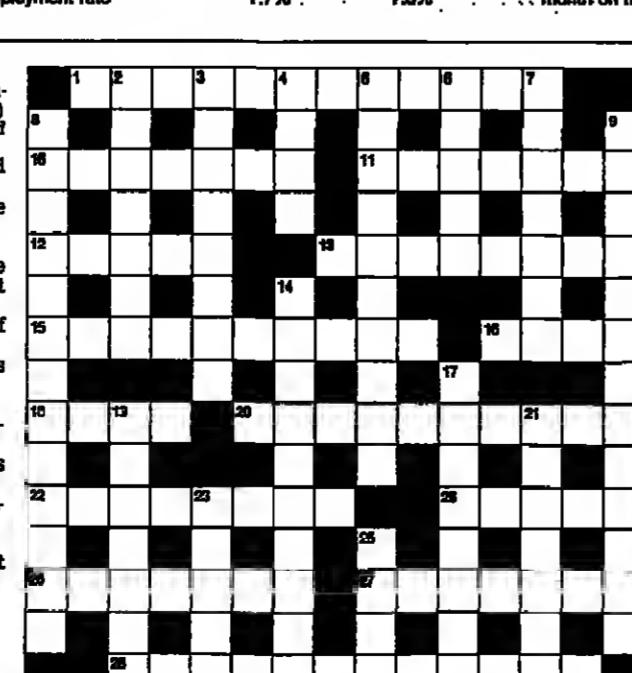
NASDAQ NATIONAL MARKET

4 pm close May 13

FT GUIDE TO THE WEEK							
16 MONDAY				17 TUESDAY			
EU ponders Russia policy				US rates likely to rise			
 <p>European Union foreign ministers meet in Brussels to decide whether to give the go-ahead to a political and trade accord with Russia. Doubts remain over the latest Russian offer to open up the banking sector, and how to deal with export of Russian nuclear fuels. But ministers hope to have an agreement ready to sign at the European summit in Corfu next month.</p>				<p>Many economists expect the US Federal Reserve to announce another rise in short-term interest rates following today's meeting of the policy-making open market committee. A quarter- or half-point increase in the federal funds rate to 4 per cent or 4.25 per cent is widely seen as necessary to bolster the dollar and slow the pace of domestic growth.</p>			
<p>Ministers will also discuss latest diplomatic efforts to end the fighting in Bosnia, and are expected to approve a Ecu32m (\$36m) plan for the EU to take over the administration of the Bosnian town of Mostar. Separately, the Council will consider a European Commission proposal to send Ecu100m of food aid to Ukraine as part of a broader strategy to Russia's neighbour.</p>				<p>If the Fed wants to send a strong signal it will also "ring the gong" - raise the discount rate, at which it lends to banks. So far the discount rate has stayed unchanged at 3 per cent despite three increases to 3.75 per cent in the Fed funds rate.</p>			
<p>Malawi goes to the polls: Presidential and parliamentary elections will give voters a choice of candidates for the first time since 1964. The multi-party elections follow last year's referendum in which Malawians rejected President Hastings Kamuzu Banda's one-party state. Mr Banda (above), who has ruled since independence, is standing for re-election despite his advancing years.</p>				<p>Malawi is due to complete its military withdrawal from the occupied Gaza Strip, placing 550,000 Palestinians under PLO control.</p>			
<p>Dominican polls: Election day in the Dominican Republic sees President Joaquin Balaguer, 87, seeking his seventh term at the head of the Caribbean nation. But it will be a close-run thing since he is trailing in the polls to Mr José Francisco Peña Gómez of the social democratic Dominican Revolutionary Party. The last time Mr Balaguer won, in May 1990, his main opponent charged him with fraud.</p>				<p>Bulgaria's debt: Deutsche Bank and 300 other London Club banks have until today to indicate their terms to the banking committee handling the rescheduling of Bulgaria's US\$3.3bn foreign commercial debt. The two sides, which agreed to reduce the debt by about 50 per cent last November, have set a June 30 deadline for completion of the rescheduling deal.</p>			
<p>Ecofin: European Union finance and economy ministers, meeting in Brussels, will review the economies of member states and discuss the Commission's white paper on growth, competitiveness and jobs. Financial assistance to eastern Europe and the former Soviet republics is also on the agenda, and the ministers will turn their attention to the Union's anti-fraud strategy.</p>				<p>UK economy: April's retail price index will be scrutinised for any sign that inflation may be gathering pace, after the Bank of England's warning last week about inflationary pressures. The market, which reports its results three years in arrears, will soften the blow on Nones, whose assets have traditionally supported the market, by stripping out the so-called "double count". This occurs when claims produce losses for the syndicate underwriting an original policy, as well as for those underwriting errors and omissions, stop-loss or estate protection insurance of VAT on fuel.</p>			
<p>Japan's taxpayers: A list of the 100 highest taxpayers in Japan is to be released. The tax list, prepared by the national tax office, is a mixture of honest and less honest millionaires. It is also an interesting economic indicator. Last year, for example, the survey showed a decline to 126,000 people paying more than Y10m in tax, down from 175,000 in the previous survey.</p>				<p>Names will also be allowed to borrow against part of the profits expected for the current year. Trading conditions at Lloyd's have improved over the past two years, with steep rises in insurance rates in some sectors.</p>			
<p>Bulgaria's largest trade union bloc: has called a general strike to push for higher wages for state sector employees. Prices have risen sharply this year because of the introduction of VAT and the sharp devaluation of the Lev.</p>				<p>The strike will keep up pressure on the government of Lyubomir Borov, a non-partisan economist, which is facing its sixth vote of no confidence since taking office in December 1992.</p>			
<p>FT Survey: World Forest Products and Power Generation Equipment.</p>				<p>Rugby: England begin their first official tour of S Africa since the ending of apartheid with a game against Orange Free State.</p>			
<p>Holidays: Israel (Shavuot), Saudi Arabia (Eid al-Adha), Venezuela.</p>				<p>Football: In the European Champions Cup final, AC Milan of Italy plays Barcelona of Spain in Athens.</p>			
<p>Other economic news</p>				<p>FT Survey: Toulouse.</p>			
<p>Monday: The recovery in the UK and the US will be a focus of attention. In the UK, April's producer prices index today, and the Confederation of British Industry's distributive trade survey tomorrow, will provide clues about the strength of the upturn - and its impact on inflation. Market analysts expect April's output figures to rise to 0.3 per cent, month on month, from 0.1 per cent in February. Input prices, however, are expected to fall. In the US, April's industrial production figures will be scrutinised for clues about the pace of recovery.</p>				<p>Holidays: Kuwait, Lebanon, Qatar, Saudi Arabia, United Arab Emirates (Eid al-Adha).</p>			
<p>Wednesday: UK earnings figures are expected to illustrate the Bank of England's concern about the growth in average earnings. The growth rate for March is expected to be unchanged, at 3.5 per cent, after rising continuously since November. However, the three-month index, measured year on year, is expected to rise slightly to 2 per cent. In the US, the March trade deficit will be scrutinised by the foreign exchanges in the light of the dollar's recent weakness.</p>				<p>FT Survey: Toulouse.</p>			
<p>Thursday: The report from the UK Treasury's panel of advisers - the "six wise men" - is published.</p>				<p>ECONOMIC DIARY</p>			
<p>Day Released Country Economic Statistic</p>				<p>Day Released Country Economic Statistic</p>			
Mon	US	Apr Industrial production	Median Forecast	Mon	US	Mar trade goods & services	Median Forecast
May 16	US	Apr capacity utilisation	-0.3%	May 19	US	Mar merchandise trade, census	-\$0.7bn
	France	Feb current acs/adj	-0.3%		US	Initial claims w/e May 14	-\$1.5bn
	UK	Apr prod prices index input	0.3%		US	State benefits w/e May 7	300,000
	UK	Apr prod prices index input	-2%		US	M2 w/e May 9	2.77m
	UK	Apr prod prices index output	0.3%		Japan	Apr money supply (M2 & CD)	1.7%
	UK	Apr prod prices index output	2.1%		US	Apr retail sales	2%
	UK	Ditto, ex food, drink & tobacco	2.3%		UK	Apr retail sales	0.8%
Tue	US	Apr housing starts	1.48m		Canada	Mar retail sales/acs/adj	0.9%
May 17	Japan	Mar machine orders ex ships etc	-10%		Canada	Mar merchandise trade surplus	n/a
	Japan	Mar wholesale price index	-0.3%		US	Apr Treasury budget	-\$32.8bn
	Japan	Mar wholesale price index	-2.7%		May 20, Japan	Mar industrial prod, real/acs/adj	-0.1%
	Canada	Apr lead indicator/acs/adj	0.6%		Japan	Mar shipments, real/acs/adj	1.1%
	Canada	Mar manufacturing new orders	0.6%		Japan	Apr trade balance, customs clear	\$10.8bn
Wed	UK	Apr retail price index	1.3%		France	Mar trade balance	FF16.6bn
May 18	UK	Apr retail price index	2.7%		UK	April M4	0.6%
	UK	Ditto, ex mortgage int payments	2.5%		UK	April M4	5.9%
	UK	Mar average earnings	3.5%		UK	April M4 - lending	23.3bn
	UK	Mar unit wages - three monthly	2%		UK	Apr bdg acty new commitments	23.3bn
	UK	Apr public spend borrowing req	£5.4bn		During the week...		
	Canada	Apr core prices index, all items	0.1%		Italy	Mar industrial production	0.9%
	Canada	Apr core prices index, all items	0.3%		Spain	1st qtr unemployment rate	23.9
	Canada	Apr advance dept store sales	0.5%		Spain	Mar producer prices index	4%
	Canada	Mar wage settlement increases	0.5%				
	Sweden	Unemployment rate	7.7%				
			7.8%				
			month on month, "year on year				
							Statistics, courtesy MMS International.

ACROSS

- Occasionally constructed? (7)
- Chair leaped off after close trimming margin? (7)
- Did the woman fall for awful rot before the election was over? (7)
- Last character's failure to score ruined the game (5)
- Delivery lad accepted old money for a particular product (3)
- Ethical justification of clean living Tories (5,5)
- The gardener nowadays comes before midday (4)
- Coos on to put the diver in the purring hands (4)
- One who enjoys making the change (10)
- Firm row about MP's service (6)
- Show how to make the beverage, cold and hot (5)
- Do Albion, having lost a point, play the devil of a game? (7)
- Adoring undoing the knot (7)
- With time other letters can give support (7,5)



MONDAY PRIZE CROSSWORD

No. 8,454 Set by ADAMANT

A prize of a Pelikan New Classic 380 fountain pen for the first correct solution opened and five runner-up prizes of £15 Pelikan vouchers will be awarded. Solutions by Thursday May 26, marked Monday Crossword 8,454 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday May 30.

Name...

Address...

Winners 8,443

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S.P. Mikell, Washington, Tyne and Wear
A.R. Neale, Manama, Bahrain
M. Scott, Whitley, Surrey
R.F. Steel, Winchester, Hants

Solution 8,443

TEETHING UNLESS
AGE OF AX
BOLLARDS CRAYER
A TIDY CH
RANCH THORNTARY
DLY IN RIS
LIVING DISDAIN
ANGULUS
STERLING RESULT
POAEO
IMPARTIAL TOWER
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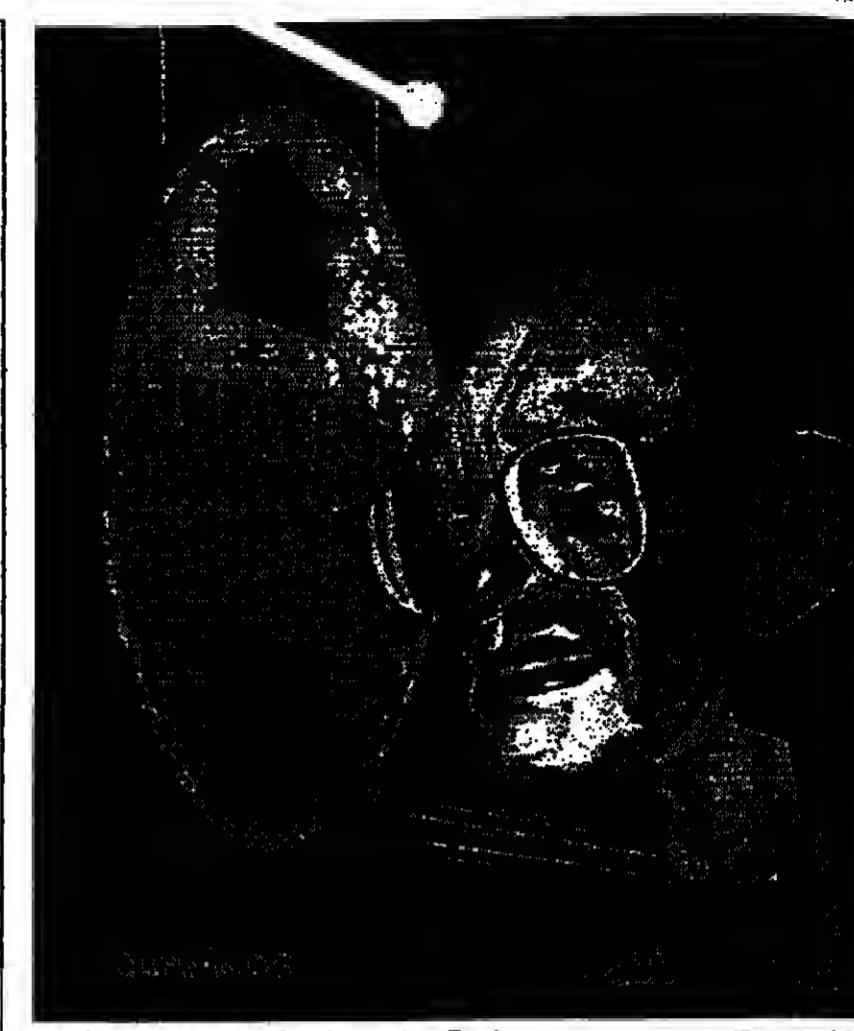
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Brentford, Middlesex, TW8 9SD.

HEWLETT-Packard
Corporate Board

JOTTER

VCR
est 1978

... tunnel air
\$1.27bn w
rights is



The US Federal Open Market Committee meets on Tuesday

(Peggye is on holiday)

20 FRIDAY

Japan's budget expires

The 1994 provisional budget expires, necessitating fresh provisional financing, pending agreement on a full budget. This has been delayed by obstructionism from the opposition, Morihiko Hosokawa's resignation as prime minister, and the fragmentation of the ruling coalition.

John Smith: The funeral of the Labour party leader, who died suddenly of a heart attack last week, takes place at Cluny Parish Church, Edinburgh.

Labour has called for campaigning for June 9's European Parliament elections to be put off until after the funeral. Despite losing its leader, Labour looks set to make big gains, after which it will begin the process of selecting a successor.

Nobel lectures: F.W. De Klerk, former president of South Africa and now joint deputy vice-president, winner of the Nobel peace prize along with Nelson Mandela, gives one of a series of lectures by last year's laureates at London's Royal Albert Hall.

Exit Florence: The UK £10 note featuring Florence Nightingale ceases to be legal tender after today.

21-22 WEEKEND

Tougher embargo on Haiti

Unless Saturday's deadline for Haiti's military rulers to step down is met, the United Nations is due to impose further and tougher sanctions. The regime ousted President Jean-Bertrand Aristide in a coup in 1991 and last week installed 81-year-old Emile Jonassaint as president.

US president Bill Clinton has said military intervention remains "an option". His administration says it would prefer any action to be multilateral and take place under a mandate from the UN.

Prague's spring arts festival begins Saturday.

Yachting: The Whitbread Round the World fleet of yachts leaves Fort Lauderdale, Florida, on Saturday for the last 3,816 mile leg of the race. The race should arrive at Southampton, southern England, on June 6 or 7.

Football: The Scottish Cup final is played in Glasgow between Rangers and Dundee United on Saturday.

Cycling: The Giro Italia tour of Italy begins on Sunday and is scheduled to be completed on June 12.